

2020 Census Detailed Operational Plan for: 32. Field Infrastructure Operation (FLDI) and 33. Decennial Logistics Management Operation (DLM)

A New Design for the 21st Century

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Approvals

The FLDI/DLM Detailed Operational Plans presented in this document have been reviewed and approved for use.

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1. Document Purpose

The 2020 Census Detailed Operational Plans for the Field Infrastructure Operation (FLDI) and the Decennial Logistics Management Operation (DLM) are presented in a single document because of the integrated nature of these two operations. This document is intended for use by U.S. Census Bureau managers, staff, contractors, and other internal and external stakeholders working on the 2020 Census. The document presents the detailed operational design for FLDI and DLM and includes a summary of the operational processes involved, their inputs, outputs, controls, and the basic mechanisms employed to conduct the operational work.

Anticipated uses of this document include the following:

- Communication – Documents operational design details for internal and external stakeholders.
- Planning – Documents planning assumptions and key milestones.
- Staffing – Documents staffing needs and strategies.
- Design – Describes operations and flows, which inform design of IT systems, manual processes, and training.
- Development – Identifies business rules and required capabilities to be developed.
- Testing – Provides a basis for developing integrated test plans for IT systems and processes.

This document complements the 2020 Census Operational Plan, which presents the 2020 Census operational design and covers all operations required to execute the 2020 Census, starting with pre-census address and geographic feature updates and ending once census data products are disseminated and coverage and quality are measured.

2. Operational Overview

2.1 Operation Purpose

2.1.1 FLDI

The Field Infrastructure Operation (FLDI) provides the administrative infrastructure for data collection covering the 50 states, the District of Columbia, and Puerto Rico including:

- Recruiting.
- Hiring and onboarding.
- Personnel and payroll administration.
- Training.
- Partnership support.
- Management and supervision.
- Clerical support.

2.1.2 DLM

The Decennial Logistics Management Operation (DLM) coordinates space acquisition for and lease management of six regional census centers (RCCs), the Puerto Rico Area Office (PRAO), and 248 area census offices (ACOs) in collaboration with the Census Bureau's Field Division (FLD) and the General Services Administration (GSA). The other major DLM activity is in collaboration with FLD and the National Processing Center (NPC) to provide logistics management support services for the 2020 Census. Examples of DLM activities include, but are not limited to:

- Developing a space acquisition plan, program schedule for the RCCs, PRAO, and ACOs and coordinating with GSA to secure bids and award contracts and leases for these offices.
- Monitoring the procurement and build-out of space (i.e., specifications, schemas, designs, etc.).
- Ensuring all office locations meet physical security requirements.
- Closing out the offices.
- Providing logistics management support services, including procuring warehouse space, warehousing, inventory management, kit assembly, deployment of materials, and receiving and excessing materials. Services include, but are not limited to:
 - Procuring and setting up warehouse space to support RCCs, PRAO, and ACOs.

- Provisioning RCCs, PRAO, and ACOs with office furniture, supplies, operating materials, and non-IT equipment.
- Provisioning RCC, PRAO, and ACO field staff with supplies.
- Managing inventory.
- Assembling kits (e.g., recruiting, hiring, and training kits).
- Deploying materials to RCCs, PRAO, and ACOs.
- Receiving and excessing remaining materials after the operation concludes.
- Printing and shipping – NPC or external print vendor (e.g. Government Printing Office [GPO]).

2.2 Office and Staffing Structure

Position descriptions for the following roles are taken from the publication FLD-520, *Census Test Operations Administrative Manual* dated December 1, 2016 (updated March 24, 2017, with subsequent position description updates included in this document). The organizational structures are as of the dates noted on the figures.

2.2.1 RCC Structure and Positions

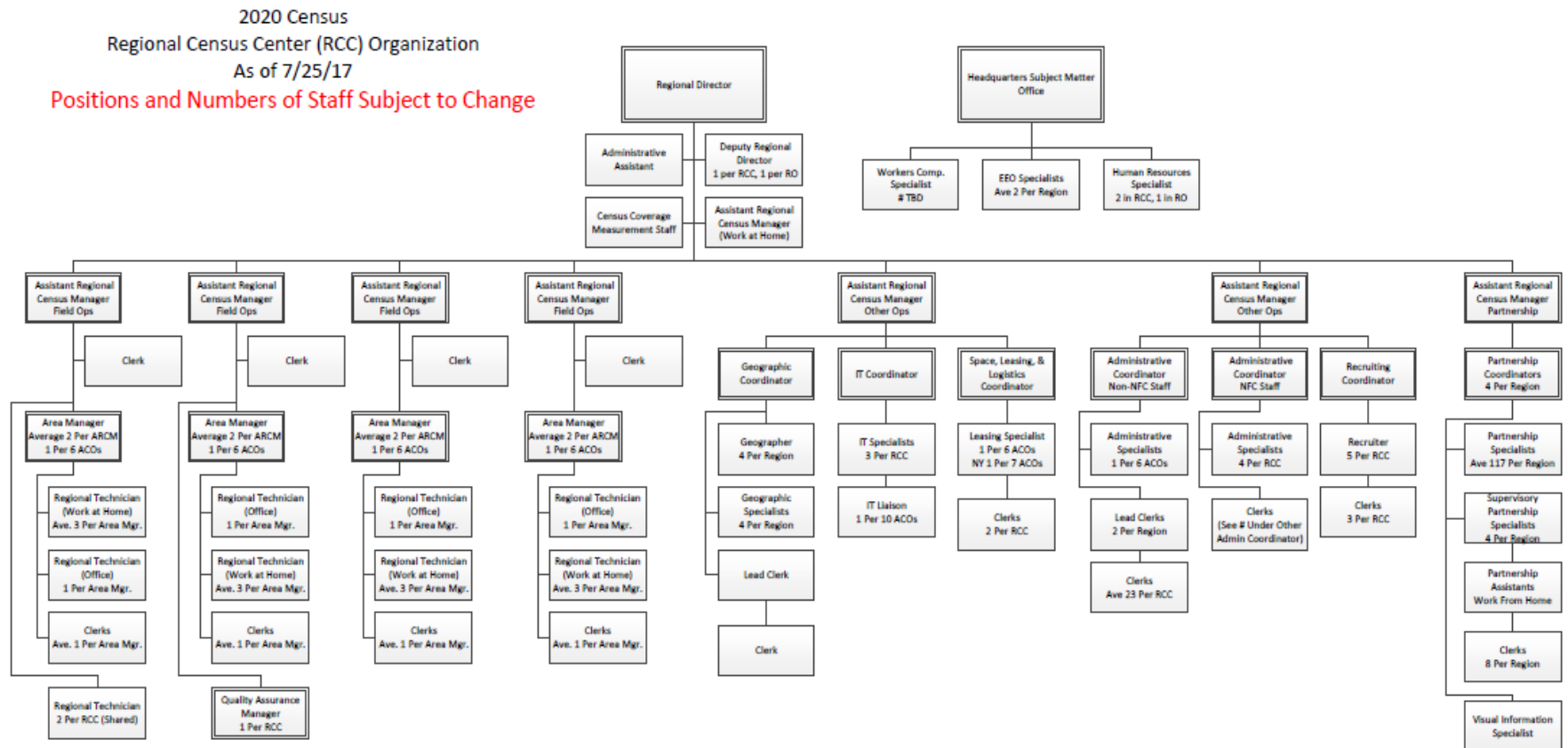


Figure 1: Organization Structure and Staffing of the RCC

This above chart shows the organization structure of the RCC. The following gives a general description of the duties assigned to each position within the RCC.

Organization of the RCC

General

The RCC operates under the direction of the Regional Director (RD) who acts as Regional Census Manager. The Deputy Regional Director assists the RD, in accordance with the organization chart shown above. This chart shows the supervisory and working relationship throughout the organization.

Staffing the RCC

The RD is responsible for overall policy implementation and direction of the census field operations within the region. Each employee within the RCC must carry out their assigned duties to assure the census is taken as planned and on time.

Some of the more important duties of key personnel employees are listed below.

Deputy Regional Director

- Holds responsibility for day to day organizing, directing, managing, and evaluating all activities. Participates in the development and implementation of local policies, within the framework of overall Census Bureau policy, concerning all aspects of the broad administrative and managerial functions of the office.
- Exercises direct responsibility for all field operations for the office through subordinate supervisors. Determines staff assignments to assure maximum utilization of manpower and resources.
- Manages a wide range of administrative operations and is familiar with personnel regulations governing hiring, promotions, reductions in force, travel regulations, voucher processing and all areas of administrative and support services. Interprets administrative regulations as they apply to unique situations which may arise.
- Serves as spokesperson for the Census Bureau. Responsible for public relations work at the highest levels, including negotiations with state and congressional authorities. Works closely with the state and local agencies, federal representatives, and executives of private industry in furthering Census Bureau programs. Assists in establishing and maintaining working relationships favorable to the Census Bureau with all segments of the news media.
- Prepares and delivers speeches before assemblies of professional, business, and interested civic associations designed to describe and define census programs.

- Serves as Acting Regional Director in the Regional Director's absence.
- Holds responsibility for developing recruiting strategies to assure adequate staff is always available for the multitude of operations.
- Holds responsibility for major specialized activities such as the Integrated Coverage Measurement program, Partnership Program, Information Services Program, geography programs, etc.
- Participates and encourages staff participation in various government-wide programs by serving as a member on committees such as the Federal Executive Board and Federal Executive Associations.

Area Regional Census Manager (ARCM)

- Has direct responsibility for the 2020 Census operations of the region, including preparatory work, and evaluation surveys that may take place following the census. Participates in the development and implementation of local policies and strategies, within the framework of overall Census Bureau policy, concerning all aspects of the broad administrative and managerial functions of the office.
- Trains and supervises the RCC staff assigned to the census, including the area manager; regional technician; IT coordinator; geographic coordinators; space, leasing, and logistics coordinator; administrative coordinator; recruiting coordinator; partnership coordinators; clerks; and quality assurance manager. The ARCM interviews and selects the ACO managers and other key supervisory staff personnel.
- Maintains close control over the operations of the ACOs responsible for the enumeration of up to 10 million housing units. This control is maintained by utilizing the cost and progress reports from ACO operations and activities and the status reports of regional technicians, area managers and the ACO managers under the incumbent's general supervision.
- Oversees the planning and implementation of the recruitment program as necessary to ensure that tens of thousands of enumerators, crew leaders, and office personnel are identified, tested, and hired for temporary census jobs. Develops recruiting strategies, concentrating efforts on people indigenous to the ACO areas, and applies the Equal Employment Opportunity principles in recruiting and hiring practices.
- Develops a strategic plan for field enumeration and recruitment for the assigned area. Uses available data (e.g., demographic, geographic, and socioeconomic characteristics of the area), local knowledge of the area, mail return rates from the 2010 Census, and other reference sources to target areas for special field procedures and recruitment.
- Performs detailed public relations work at high levels. This includes giving presentations and conducting meetings with congressional and state representatives.

- Consults with and advises state and local officials and tribal leaders regarding effects of the decennial census on apportionment of congressional districts, distribution of funds, and other matters relating to the 2020 Census.
- Coordinates the postal liaison activities for each ACO within its jurisdiction during the advance post office check, casing check, time of delivery check, and delivery of questionnaires. Assures that postal liaison results in timely and accurate postal coverage checks.
- Manages an administrative area within the RCC that is separate from the regional office. This area includes field office support for a payroll system designed to pay ACO employees promptly and provide timely feedback on the cost and progress of the census. This area also controls space acquisition, telephone systems, accident reporting, personnel and payroll reviews, and all administrative support necessary for a timely and accurate census.
- Reviews procedural manuals and training guides to provide technical and administrative assistance to the Census Bureau's headquarters staff.
- Oversees the various geographic programs, which includes monitoring the correction, updating, and production of the up-to-date maps for use in structuring the census, managing all phases of the local review program for population and housing counts, and coordinating the geographic correction processes during the census period.
- Manages the activities of the Partnership community awareness program of the region as it relates to decennial census activities, including close contact with appropriate referral services throughout the region as well as civil rights organizations, poverty agencies, and various community groups that represent minority interests. Assures that the outreach program efforts are closely coordinated with public information programs and complete count committee activities, thereby maximizing the effectiveness of each program.
- Holds responsibility for the review of the consistency, accuracy, and validity of data, including adherence to data collection specifications and methodology in assigned area. Reviews the technical details relating to data collection, including sampling, to ensure that Census Bureau procedures are properly carried out. Is responsible for the quality control of census operations for assigned area including, but not limited to, the reinterview programs, edit, telephone follow-up, prec canvass, prelist, list/enumerate and nonresponse follow-up operations.
- Monitors the cost and progress of all census activities to assure that the census is conducted on schedule and within budgeted allocations. Take administrative actions necessary to correct operations that are behind schedule or that have costs in excess of budgeted allocations.

- Manages the automation component in support of ACO automation activities, including questionnaire check-in and control mapping operations, quality assurance monitoring, cost reporting, payroll processing, staff recruiting, and overall support.
- Assures that higher level approvals are obtained before exceeding regional budget allocations or census schedules.
- Holds responsibility for interviewing prospective candidates, evaluating present employees, and recommending appropriate actions regarding hiring, promotion, and reassignment. Serves as an adviser and counselor to employees in matters of individual work problems, complaint, and the need for training. Responsibility includes recommendation of disciplinary action when necessary.

Area Manager

- Assists the ARCM for Field Operations in the management of all field, office, and evaluation operations for census field and office operations.
- Recruits, selects, and trains the regional technicians (RTs).
- Assists the ARCM for Field Operations and recruiting coordinator in the recruitment and selection of office managers.
- Holds responsibility for the supervision and oversight of several ACOs.
- Holds responsibility for the management and close control of field and office evaluation operations of a number of temporary ACOs responsible for the enumeration of housing units.
- Provides supervision, guidance, and technical direction to ACO supervisory staff, RTs in their liaison activities, and RCC clerks.
- Ensures that all ACO operations are completed on time and within budget and data quality standards.
- Conducts group and individual training sessions for ACO management staff, RT, and other RCC staff.
- Holds regular discussions with regional management, RTs, and headquarters personnel (responsible for the development of these operations) to eliminate conflicts or other problems and ensure consistency of implementation.
- Monitors the cost and progress reports of field, office, and evaluation operations to ensure that census field operations are conducted on schedule and within budgeted allocations.
- Holds responsibility for interviewing prospective candidates, evaluating present employees, and recommending appropriate actions on hiring, promotions, and reassignments.

- Applies Equal Employment Opportunity (EEO) principles in hiring practices, training, employee development, the utilization of employee skills, advancement, etc.

Regional Technician (RT)

- Participates in and may conduct training sessions for key ACO personnel, providing assistance on technical questions raised.
- Monitors the ACO recruiting operations by working closely with the area manager and the Area Census Office Manager (ACOM).
- Analyzes and monitors cost and progress, and discusses with staff reports regarding staffing, training, and enumeration to determine the status of each phase of census field operations vital to a successful completion of each area. Resolves any problems involving procedures, maps, supplies, and equipment referring complex problems and status to the RCC.
- Answers technical questions and reviews problems referred by field or office staff.
- Holds responsibility for one or more technical and/or procedural areas that can include (but is not limited to):
 - Administrative operations.
 - Recruiting operations.
 - Field operations.
- Attends/takes training for all phases of the census field and office operations, including training developed for both RCC and ACO management staff.
- Analyzes demographic characteristics and information for their assignment area to identify potential recruitment sources and possible problems and difficult areas for enumeration.

Administrative Specialist

- Coordinates and directs procedures to ensure timely processing, verification, and quality control review of all personnel payroll documents for the automated personnel payroll system.
- Answers technical personnel payroll questions.
- Reviews a variety of personnel actions in accordance with personnel procedures and regulations.
- Establishes internal guidelines and due dates in order to assure timely reporting of all accidents and injuries to the Health and Safety Branch (HSB).
- Assures proper reporting and review of all accidents and injuries occurring during census field operations in accordance with OSHA regulations and HSB guidance.

- Determines OSHA recordability of injuries and submits logs and injury reports for HSB review. Reports to the administrative supervisor and HSB on all work-related hospitalizations or fatal accidents.
- Assists in training clerical staff in personnel/payroll procedures, processing, reporting, and other administrative activities.
- Receives and monitors the minority employment and handicap reports; reports successes and shortcomings to supervisor.
- Contacts Area Specialist for Workers' Compensation (ASWC) with regards to accident claims, continuation of pay, return to work, and other related matters.
- Maintains liaison with Field headquarters on matters relating to appointments, accidents, and other personnel issues.
- Implements the components of the Performance Management Program for decennial census employees in the RCCs and ACOs (as required), including the preparation, certification of completion, and recording of the performance plans and summary ratings.
- Maintains liaison with regional and the ACO administrative staff for technical advice.
- Oversees RCC Safety Program. Recommends corrective action for safety issues with Health and Safety Branch to Administrative Supervisor. Develops and implements Occupant Emergency Plan (OEP) for RCC.
- Assists in training clerical staff in personnel/payroll procedures, progress reporting, and other administrative activities.
- Answers technical personnel/payroll questions through research using federal personnel guidelines, accounting procedures, and manuals.
- Provides direct supervision to a staff of people performing personnel, payroll, administration support, and cost monitoring work.
- Coordinates procedures with the administrative supervisor to ensure timely processing of personnel and payroll documents.
- Implement procedures for a 100 percent quality control review and verification of all personnel and payroll documents for the automated personnel and payroll system.

Information Technology (IT) Specialist

- Oversees the creation of general utility routines and systems and independently develops complex routines and detailed sequences of internal program logic by coding, testing, and debugging.
- Develops test data and appropriate testing procedures, and analyzes and evaluates the results.
- Participates in most phases of projects, from advising on specification requirements and limitations to helping project managers define the problem or need.

- Reviews requirements of projects to determine objectives of the program, concepts, nature of the unprocessed data, and processes required in support of the computer effort in order to organize work processes and problems for computer solution.
- Maintains and modifies existing programs to assure adherence to specifications or convention changes.
- Codes programs or subroutines from overall systems logic developed by other computer specialists.

Recruiting Coordinator

- Holds primary responsibility for planning and coordinating all RCC and ACO recruiting activities.
- Supports the recruiting managers in the ACOs in the development of their recruiting plans.
- Directs and supports the recruiting process in ACOs to ensure that sufficient numbers of Census Field Supervisors, enumerators, and other field and office personnel are identified and apply for temporary census jobs.
- With approval of the Regional Director, places advertisements for jobs.
- Works with local media buy contractors to purchase advertisements for jobs.
- Coordinates initial contacts with state and local public employment agencies, media outlets, community and business leaders, and other appropriate sources to recruit key RCC and management level ACO positions.
- Ensures that a reserve of potential candidates is available to compensate for employee turnover.
- Analyzes the status of recruiting activities by monitoring the applicant file and progress reports to ensure that the recruiting goals are met or exceeded.
- In accordance with established national and regional recruiting plans, develops a strategic plan for RCC and ACO recruitment.
- Uses available data (e.g. demographic, geographic, and socioeconomic characteristics), local knowledge of the area, mail response rates from the 2010 Census, and other reference sources to identify areas for special treatment or increased recruiting activities.
- Alleviates or eliminates problems associated with conflicting priorities, and reviews recommendations for cost-effectiveness, validity, and conformance to general policy directives and guidelines.
- Together with the Regional Director and program coordinators, plans and organizes regional recruiting activities so as to maximize utilization of staff and minimize duplication of effort.

- Applies Equal Employment Opportunity (EEO) principles in recruiting and hiring practices.
- Trains ACO staff responsible for recruitment.
- Develops a recruiting schedule focusing on operational and production activities.
- Helps to develop and maintain contacts within civic associations and other community-based organizations, businesses, religious groups, as well as within individual community leaders and census stakeholders.
- Analyzes and monitors progress, performance, and cost data for all assigned programs on a continuing basis.
- Develops controls to monitor the recruitment program.
- Resolves problems involving recruiting procedures, public relations, or sensitive media issues related to recruiting efforts.

Recruiter

- Supports the activities of the recruiting coordinator by assisting in the oversight of recruiting progress in the ACOs.
- Helps support assigned ACOs in their recruiting efforts.
- Works in coordination with the recruiting coordinator to assist the ACOs in getting recruiting advertisements placed (either by the recruiting coordinator or the local media buy vendor).
- Works directly with the recruiting managers or other recruiting staff in the ACOs to support their efforts and troubleshoot recruiting issues.

Lead Clerk

- Provides technical guidance and oversight to staff in completion of the RCC's personnel and payroll activities.
- Provides guidance to clerks who perform a combination of personnel/payroll duties designed to support the responsibilities of the office assigned.
- Assists in the orientation of new employees by explaining work in general and providing on-the-job training.
- Coordinates and implements an Official Personnel Folder (OPF) filing system for the RCC.
- Reviews procedural compliance, weekly and biweekly payroll documents, and other forms related to timekeeping and payrolling for both the National Finance Center (NFC) system and automated Decennial Applicant Personnel and Payroll System (DAPPS).

- Establishes a variety of personnel/payroll work control logs, and records and coordinates the workload distribution of the clerks to maintain flow and quality of work to ensure that work is completed on time and meets established Census Bureau Standards.
- Serves as liaison with Area Workers' Compensation Specialist and between RCC and Field in the submission of accident cases for continuation of pay.
- Directs, organizes, plans, and reviews clerical duties assigned to ensure completed work is accurate and on time.

Clerk

- Performs a combination of clerical duties associated with office processing, including field operations, recruiting, space and leasing, automation, personnel/payroll, and other administrative operations designed to support the responsibilities of the office assigned.
- Receives, sorts, opens, controls, and routes incoming mail and maintains correspondence files.
- Maintains a variety of logs and suspense files relating to reports, correspondence, travel vouchers, personnel and payroll actions, and any other clerical matters required by the originating RCC.
- Assists in locating space for computers to help applicants complete the online job application process, assuring that the space and equipment meets specific criteria.
- Supports automation staff, including initiating standard procedures, and ensuring supplies are available for operating equipment, such as toner kits for printers, paper, compact discs, and similar items.
- Assists with reviewing and correcting biweekly payroll records, and other forms related to timekeeping and payroll.

Partnership Specialist

- Responsible for developing partnerships within the regional office area with the following groups of people:
 - State, local, and tribal governments.
 - Community-based organizations.
 - Faith-based groups, schools, media outlets.
 - Businesses, and other grassroots entities in communities.
- Provides support to census field operations, such as recruiting and nonresponse follow-up.
- Conducts research, analyzes the regional office area, and assists in the development of the regional plan for the Community Partnership and Engagement Program (CPEP) for the census.

Partnership Assistant

- Supports the partnership specialist in the performance of their duties.
 - Prepares presentation packets for the partnership specialist.
 - Distributes materials to partners, coworkers, and the public at events.
 - Schedules appointments on behalf of the partnership specialist.
 - Makes various follow-up phone calls on behalf of the partnership specialist.
 - Staffs various activities, such as workshops, festivals, fairs, etc.
 - Monitors activity due dates.
 - Maintains partner “tickler” file for the partnership specialist to ensure constant and consistent communication with partners.
- Makes initial (basic) presentations to individuals of the public at events or meetings.
- Enters information into the Customer Relationship Management (CRM) database.
Provides assistance to complete count committees.
- Orders materials at the request of the partnership specialist and manages inventory in the office.
- Provides support in linguistically isolated areas.
- Shadows the partnership specialist and assists in delivering census message.
- Identifies locations with computers and internet access to allow applicants to apply, and identifies training space and notifies the recruiting staff of the availability of space and equipment.

2.2.2 ACO Structure and Positions

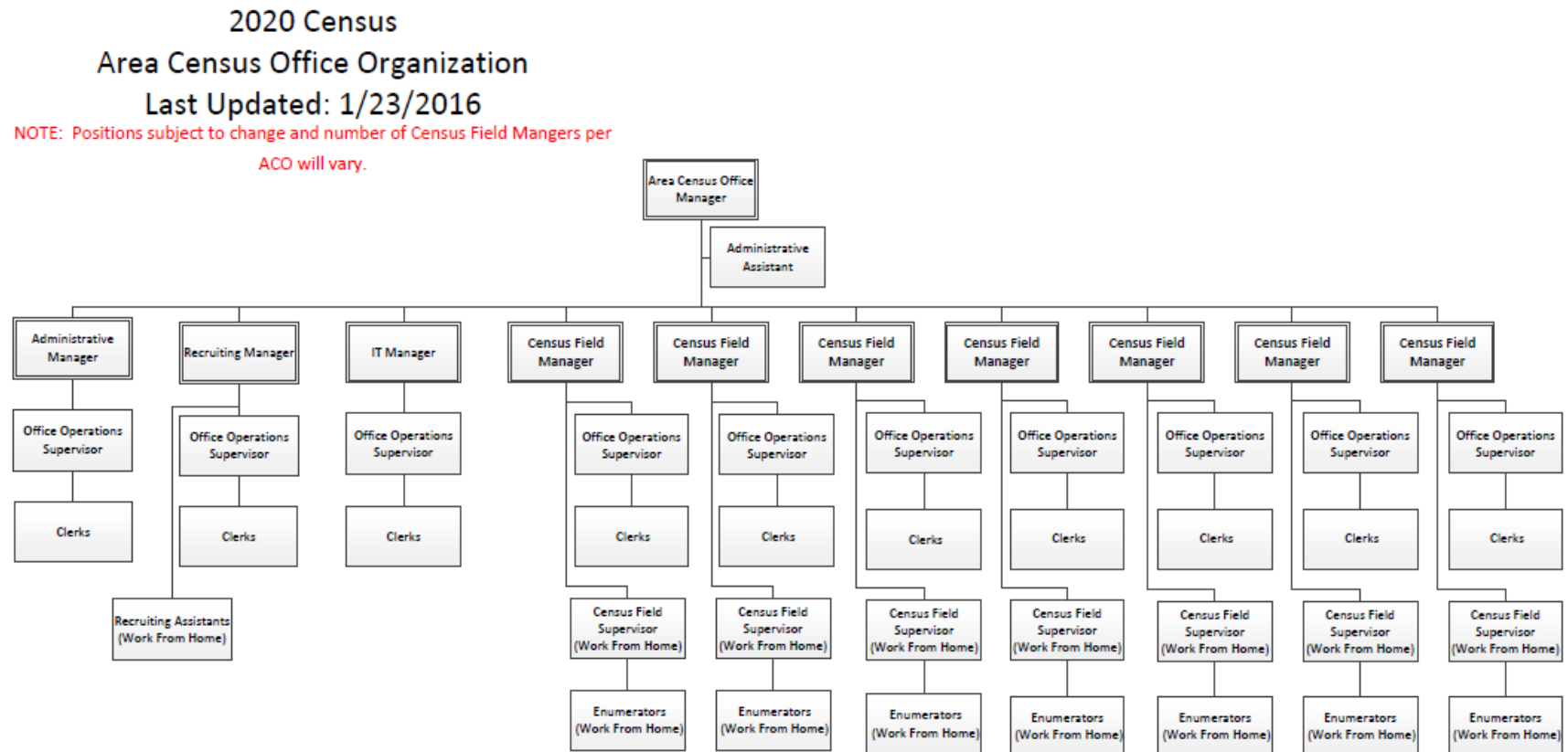


Figure 2: Organization Structure and Staffing of the RCC

Organization of the ACO

General

The Area Census Office Manager (ACOM) supervises the ACO. The above chart shows the supervisory reporting relationships, as well as areas of responsibility within the ACO.

The ACO operates under the direction of the ACOM. The ACOM is assisted by the Census Field Managers (CFMs) and the administrative manager.

Staffing the ACO

The RD is responsible for overall policy implementation and direction of census operations within the region. The ACO is under the direct supervision of the area manager. Each employee within the ACO must carry out his/her assigned duties to assure that the census is taken as planned and on time. Some of the more important duties of key personnel employees are listed below.

Area Census Office Manager (ACOM)

- Holds responsibility for the general supervision and administration of the office. This includes direct supervision of at least five employees—supervisors and managers—and indirect supervision of 200-500 employees—comprised mainly of the CFM, Census Field Supervisors (CFS), enumerators, office operations supervisors, and office clerks.
- Holds responsibility for the planning, development, and successful implementation of census operations and field activities within the boundaries of the ACO.
- Holds supervisory responsibilities, including interviewing job candidates, evaluating employees, and taking appropriate actions regarding hiring, promotion, and reassignment.
- Takes disciplinary action when necessary, assures acceptable conduct and completion of the census operations according to established procedures, and participates in public relations activities.
- Serves as the Census Bureau's representative by developing and maintaining good public relations with the news media, community leaders, and local government officials in order to acquaint the general public with the census and promote community cooperation.
- Promotes Census Bureau activities by preparing and presenting talks or formal speeches during public appearances and interacting with the media including radio and television interviews and events.
- Holds responsibility for managing all administrative aspects of the ACO, including start-up and office setup, recruiting job applicants, appointing employees, quality control,

payroll administration, cost control, accountable property control, reporting progress, terminating personnel, and closing the office.

- Directs the phases of the field activities, including automated data collection. In conjunction with regional management, develops strategies and plans to meet all budget, time, and quality goals.
- Ensures that the quality and quantity of work produced are monitored and controlled to meet rigid time schedules and quality standards.
- Solves major problems if and when they occur, and exercises initiative in determining possible problem areas and taking preventive action.
- Utilizes a variety of reports and independent verifications to assure all operational goals are met.
- Holds responsibility for continuous review and analysis of cost, quality, and progress reports to make sure census operations are conducted within prescribed budget allocations, quality standards, and time schedules.
- Identifies problems through a variety of reports and observations, and makes critical decisions on reassignment and relocations of resources to meet deadlines and to control spending.
- Responds to public inquiries and works with the RCC to address coverage and census count inquiries.
- Holds responsibility for applying the principles of Equal Employment Opportunity (EEO) throughout their span of control. Applies EEO principles in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve programs.
- Fosters diversity in ACO staffing commensurate with the population the ACO serves.
- Acts as a liaison reporting lease administration issues to RCC area manager and HQ Field Division Field Infrastructure Branch (FIB).

Census Field Manager (CFM)

- Holds responsibility for interviewing prospective candidates for the CFS positions and office support clerks.
- Provides group and individual training.
- Monitors daily assignments.
- Provides advice and guidance to subordinate staff.
- Reviews and certifies payroll. Refers/assists HSB and others with administrative issues as needed with accidents/safety/injuries
- Recommends and approves overtime, as necessary.

- Assists the ACOM in the maintenance of effective public relations with the community within the ACO boundaries, such as the local news media, community leaders and organizations, and local government officials.
- Holds responsibility for the completion of field work in a timely and cost efficient manner. Assures that specific levels of quality and progress of field operations are being met through analysis of various computer generated reports and observation. Takes necessary corrective action to achieve goals.
- Acts as the principal technical adviser on field operations in the ACO, answering inquiries from the ACOM and CFSs. Works closely with the administrative manager to ensure timely function of selection of enumerators and the payroll process.
- Supervises enumerators in smaller field operations when no CFS is authorized.
- Assists the ACOM in resolving community complaints concerning problems in the field to assure a timely and efficient census operation.
- Reviews and analyzes cost, quality, and progress reports to assure operations are conducted within prescribed time/budget allocations and quality standards.
- Identifies problems, and communicates clearly and persuasively the action associated with encountered problems. Performs other related duties necessary to effectively manage field operations.
- Holds responsibility for making final decisions for the field operation. Reviews case assignments and reassigns cases appropriately to the enumerators, when needed. Maintains and oversees workflow time lines for work performed on the field operation.
- Holds responsibility for applying the principles of EEO in his/her span of control. Applies EEO principles in hiring practices, training, employee development, and utilization of employee's skills. Periodically reviews the status of the EEO program and takes steps to improve the program.
- Works under the supervision of the ACOM. He/she receives training and detailed guidelines by way of briefing sessions, self-study materials, operational manuals, and memoranda. Incumbent makes decisions affecting day-to-day field operations, referring complex problems and questions of policy to the ACOM.

Administrative Manager

- Holds responsibility for supervising and managing the payroll, supply requisitioning, and other administrative activities. Assures these activities are accomplished efficiently and expeditiously. Supervises the office operations supervisors and up to 10 clerks. May also assist with recruiting activities.
- Supervises the daily processing of payroll, personnel, and other administrative documents.

- Monitors day-to-day selection, payroll, and personnel activities; reviews completed work for accuracy, and assures that time schedules are met.
- Oversees payroll and personnel activities, and helps maintain the flow and quality of work to meet deadlines. Monitors work status and makes adjustments to expedite production.
- Maintains working personnel payroll records that contain information covered by the Privacy Act.
- Provides administrative management information reports to the ACOM and other management personnel.
- Maintains office facilities through an effective relationship with lessors or office building managers.
- Approves supply and material equipment requisitions as needed to ensure continuity of office operations.
- Assists in setting up and closing the ACO, assuring minimal waste of excess supplies and equipment.
- Through the use of manuals and on-the-job training, provides for the development of administrative staff.
- Prepares and/or reviews and analyzes financial, quality, and progress reports relating to program expenditures and accomplishments.
- Assures the administrative operations are conducted within prescribed time schedules and budget allocations.
- Identifies problems, and communicates clearly and persuasively the action associated with encountered problems.
- Assists as the principal technical adviser on administrative operations in the ACO, answers inquiries from the office operations supervisor, and provides guidance on EEO and other policies.
- Holds responsibility for applying the principles of EEO in the ACO. Applies EEO principles in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program and takes steps to improve the program.

IT Manager

- Leads all Office Computing Environment (OCE), Mobile Computing Environment (MCE), and automation support efforts, and evaluates, analyzes, and coordinates resources to efficiently support all ACO activities with available equipment.
- Provides technical guidance and support to the managers at the ACO and trains the ACO office employees on software, hardware, and automation operations.

- Administers user accounts for the various programs utilized by the ACO staff.
- Manages property through both paper and automated procedures.
- Reports and documents lost, missing, and stolen equipment, and coordinates warranty repairs.
- Troubleshoots by identifying problems with hardware or software and solving the problems when possible.

Office Operations Supervisor (OOS)

- Assists in the supervision of the day-to-day activities of the office clerks, performing one or more of the following operations: sorting, batching for transcription, coverage edit, questionnaire check-in, telephone follow-up, coding, re-interview, and questionnaire assistance.
- Supervises payroll, personnel, inventory, recruiting, or supply management for ACO employees.
- Supervises the routine clerical tasks required in the collection, control, review, and reporting of personnel and payroll data.
- Oversees the prep assignment/prep control activities.
- Holds responsibility for the data capture of recruiting and payroll and personnel forms.
- Coordinates the data being processed from the operations functions, objectives, and other requirements, such as time schedules, priorities, and workflow.
- Maintains the flow and quality of completed work by monitoring work status and making adjustments to expedite production.
- Assigns work to subordinates to ensure accuracy and completeness.
- Reports daily performance and progress of subordinates to supervisor.
- Reviews and certifies payroll forms for employees under their supervision.
- Supervises recruiting activities—such as contacting communities, churches, formal organizations, and state and/or local employment offices—to publicize census job opportunities.
- Coordinates the activities of the office clerks assigned to the technical processing operations; spot checks work and reviews the results of systematic quality controls to assure specific levels of quality are being met.
- Recommends corrective action to keep operations on schedule and in proper sequence (including recommending shifting personnel from one operation to another as priorities change), and recommends the termination of personnel whose services are no longer required.
- Works with the manager with the selection of qualified person(s) for each office clerk position and assignment to specific office operations.

- Responsible for applying EEO in the ACO. Applies EEO principles in hiring practices, training, employee development, and utilization of employee skills. Periodically reviews the status of the EEO program in their assigned area and takes steps to improve program.

Recruiting Manager

- Oversees the recruitment and application process for job applicants to fill ACO field and office positions.
- Prepares an ACO recruiting plan to ensure that field and office staffing needs are met.
- Implements and evaluates the recruiting plan.
- Conducts the recruitment process to assure that applicants are identified and apply.
- Recruits, selects, and trains recruiting assistants, office operations supervisors, and office clerks responsible for recruiting tasks.
- Continuously monitors to ensure enough applicants are recruiting on time to meet recruiting goals and to start census office and field operations.
- Assists the ACOM in developing and maintaining good public relations to generate support for recruitment efforts.
- Holds responsibility for applying the principles of EEO throughout their span of control.
- Applies EEO guidelines in hiring practices, training, employee development, and utilization of employee skills.

Recruiting Assistant (RA)

- Conducts recruiting and applicant assistance activities.
- Performs recruiting activities to ensure there is a sufficient pool of qualified applicants for temporary employment.
- Works to ensure sufficient numbers of applicants apply for temporary census jobs within their designated area.
- Meets with and distributes recruiting messages and materials to state, local, and tribal governments; local businesses; local public and state employment agencies; media outlets; community centers; religious groups; and other appropriate sources to recruit for a variety of positions.
- Maintains good public relations with applicant referral and other employment sources.
- Hangs posters, distributes flyers, and performs other similar recruiting activities to recruit local residents.
- Holds responsibility for helping job applicants apply, if necessary.
- Holds paper job application sessions, as necessary, to allow applicants who are unable to apply online.

- Locates places where applicants can go to access computers and internet services to allow them to apply online, assuring that the location meets specific criteria.

Clerk

- Performs a wide variety of clerical functions associated with office processing, field operations, recruiting, and administrative operations.
- Prepares enumerator assignments, performs data keying, and checks training materials.
- Performs routine clerical tasks required in the collection, control, review, processing, and reporting of personnel and payroll data, and the administrative tasks supporting these functions.
- Assists in personnel operations of the office by processing personnel actions affecting appointments and separations of intermittent field and office employees.
- Maintains personnel files and records, position description files, manuals, and instruction books.
- Assists employees in preparing payrolls. Reviews claims for completeness and accuracy.
- Assists in the preparation and processing of special time and cost reports.
- Assists in the processing of accident forms, travel vouchers, and time and attendance records.
- Assists in preparing unemployment claim forms for separated employees.
- Performs incidental development of correspondence, such as transmittals, letters, office records, and forms.
- Assists in scheduling job applicants to attend applicant help sessions, where recruiting assistants will assist them with applying online.
- Reviews paper job application forms for completeness.
- Assists in locating places where applicants can go to access computers and internet services to allow them to apply online, assuring that the location meets specific criteria.
- Performs routine clerical office functions.
- Answers calls from potential job applicants.

Stock Clerk

- Receives, controls, and records incoming and outgoing shipments of supplies, kits, certified packages or mail, and miscellaneous equipment.
- Organizes and maintains office files and supplies and the ACO stockroom. Responsible for inventorying and reordering sufficient supplies for office use.
- Responsible for setting up and assisting others with the rearrangement and moving of furniture and equipment within the ACO.

- Act as a courier, as needed, between training sites and the ACO, and between the ACO and shipping or mail facilities such as the Post Office, Federal Express, and United Parcel Service, for example.
- Receives all deliveries from delivery trucks. Communicates with delivery person to facilitate deliveries and ensure that all deliveries are inside deliveries (i.e., delivery personnel must bring all supplies and equipment inside the appropriate room at the ACO).
- Assists the office operations supervisor with routine clerical office functions necessary to enable them to spend as much time as possible supervising subordinate staff.

Census Field Supervisor (CFS)

- Directly supervises an assigned team of 15 to 20 enumerators.
- Holds responsibility for monitoring daily activities in order to meet operational deadlines. When needed, seeks additional resources to meet deadlines by asking for volunteers to work more hours.
- In the absence of a Census Field Supervisor, serves as a back-up supervisor and/or technical adviser to other enumerators.
- Assists in locating space for training as needed.
- Assists with training enumerators as requested.
- Identifies developmental and training needs for enumerators through field observations.
- Reviews daily electronic alert/operational progress reports to track progress and quality of performance issues. Takes appropriate action to resolve issues.
- Enumerates or supervises the enumerations of special dwelling places such as hotels, motels, military bases, or colleges and universities, as requested.
- Reviews and certifies payroll. Refers/assists with other administrative issues as needed, such as accidents/safety/injuries. Ensures all accidents and injuries are reported promptly to HSB and Administrative Specialist.
- Recommends and takes performance and conduct actions with enumerators. Recommends termination of enumerators, as needed, to the CFM.
- Implements corrective action with enumerators based on failing quality indicators or work measures (i.e., high questions refusals/don't know, high pop 1 counts, low attempt completions, etc.)
- Makes recommendations for overtime for enumerators within their supervision.

Enumerators

- Receives detailed training on each field operation to which assigned. Learns the nature, scope, and objectives of the operation and specific procedures to be followed.

- Receives assignments, which involve locating households and conducting interviews with respondents, explaining the purpose of the census, asking questions as worded on the census device, and recording data on a census device.
- Meets with supervisor at specified times for reviewing and turning in work, as needed, and receiving procedures and clarification of instructions.
- Maintains records of hours worked, units produced, miles driven, quality control results, and expenses incurred in the performance of duties, as needed.
- Holds responsibility for the accurate and expeditious completion of each assignment.

2.3 Background

2.3.1 FLDI

In the 2010 Census, the Field Infrastructure Support (FIS) Operation Group supported all field data collection operations. Within the FIS Operation Group, the RCC Staffing Operation provided staff to support operations performed at the RCCs, as well as the early local census office/local census office (E/LCO) management staff. The Field Infrastructure operation provided the office space and the automated systems and system support for field data collection operations. The LCO Staffing Operation provided staff to support 2010 Census field operations managed by the E/LCOs. The NPC Staffing Operation provided staff to support operations at the NPC location in Jeffersonville, IN.

The 2020 Census FLDI comprises two major activities: 1) recruiting, onboarding, and training, and 2) field office administration and payroll. For the 2020 Census, FLDI focuses on providing human resources and personnel management support functions, including recruiting, hiring and onboarding (i.e., suitability and background checks), training, payroll, and outprocessing (i.e., separation management). For the 2020 Census, as the ACOs conduct the various file data collection operations, the tasks for the office staff will change. Early in the operation there will be a great need for recruiting, selection, and onboarding activity support. Later in the operation the need for payroll and personnel support will increase. There will also be varying needs for training preparation and field staff support.

Because of this, it will be critical to cross-train the office staff so that duties can be shifted as necessary to meet peak operational goals.

Managers and supervisors will also need to continually replace the office staff as they move on to other positions in the office or separate from the Census Bureau. Managers and supervisors should constantly be on the lookout for strong office workers who will be able to step into other positions quickly and effectively. All managers should be seeking out and developing talented

office staff who may be needed later on for increasingly responsible positions, including replacement managers.

Operational innovations include the following:

- Streamlined field management structure using automation and technology to manage the Nonresponse Followup (NRFU) caseload.
- Use of automation for the job application and recruiting processes, payroll submission and approval process, and other administrative processes to streamline personnel processes and reduce staffing requirements and related costs.
- Use of automation for training, including providing newly hired staff with electronic training modules.
- Use of a third-party vendor (3PV) to collect fingerprints and take pictures for badging.

2.3.2 DLM

DLM comprises two major activities: 1) space acquisition and lease management, and 2) logistics management support. Background on the Census Bureau's 2010 Census approach to both space and logistics management, as well as background on DLM's 2020 Census plans are described in the following sections.

2010 Census DLM Background

The Census Bureau opened 12 RCCs, the Puerto Rico Area Office, and 494 local census offices (LCOs) to conduct the 2010 Census. The space acquisition and lease management team managed more complexity because of increased security requirements for federal facilities in the wake of the September 2001 terrorist attacks. In addition, after the 2000 Census, GSA increased resources to assist with space acquisition for the greatly expanded workload anticipated for the 2010 Census. High-level schedule milestones for RCC and LCO operations were as follows:

2008

- Early 2008, RCCs opened beginning early in the year.
- Winter 2008, RCCs assisted with opening ELCOs.

2009

- Spring 2009, RCCs continued assisting with ELCO openings.
- July 2009 through December 2009, LCOs opened.

2010

- September 1, 2010, through November 30, 2010, LCOs closed in stages.
- June 2011 through December 30, 2011, RCCs reduced in size and then closed.

2020 Census DLM

Based on lessons learned from 2010 Census studies and reviews, the following recommendations were made:

- Establish an interagency working group to identify and develop effective strategies for space acquisition and build communication among stakeholders.
- Open some field offices earlier than others to allow for a “test” run of implementation in the space acquisition effort and improve the process for opening the remaining (majority) of offices.
- Purchase and deploy an Integrated Logistics Management System (ILMS) to gain cost benefits generated from bulk purchasing and significantly improve inventory control.
- Utilize barcode technology entirely, in conjunction with an ILMS, to improve inventory control and reduce costs.
- Conduct training at local offices for inventory control, in conjunction with use of an ILMS.
- Continue the belt-driven kit assembly line process.

The following decisions have been made for this operation:

- Logistics support for procurement, assembly, receiving, and deployment of non-IT operating materials, supplies, and equipment will be conducted by the NPC.
- Field logistics support conducted by the NPC will occur at an off-site location because of space limitations within the current facility.
- The preliminary plans for the quantities of operating materials and supplies have been developed based on requirements from previous census tests (e.g., 2015, 2016) and continued analysis of 2020 Census staffing needs.
- The 2020 Census field office infrastructure will include six RCCs.
- The RCCs will be located in the same metropolitan areas as the regional offices, with the exception of the Denver region, where the RCC will be located in Dallas, Texas.
- Separate office space will be needed in the RCC to support and manage the Coverage Measurement operations.
- The 2020 Census field office infrastructure will include 248 ACOs, a small subset of which (40) will open a few months early to support early census operations, including In-Field Address Canvassing.
- The plan for locating the 248 ACOs takes into account a variety of factors, which determine the actual number of offices and their associated boundaries. Examples of these factors are:
 - 1) Local knowledge from the regions.
 - 2) Response rate projections.

- 3) Anticipated NRFU workload.
- 4) Management factors, including optimal number of census takers per office.
- 5) 2010 Census NRFU contact history data.
- 6) Calculated the estimated field workload in each state, county, tract.
- 7) Other related factors.
 - The Census Bureau also wanted to ensure that every state included at least one ACO and met a variety of other boundary and delineation criteria.

Opportunities to innovate include the following:

- Implementation of an online, real-time ILMS.
- Extended implementation of and access to the ILMS to RCC and ACO offices.
- Policy and procedure to require full material and supply inventory accounting throughout the 2020 Census using the ILMS.

2.4 Design Overview

The sections below present the high-level design for FLDI and DLM. Please refer to the 2020 Census Operational Plan for a complete inventory of design decisions for all 2020 Census operations.

2.4.1 High-Level Operational Design

Figure 3 is a top-level Business Process Model (BPM) showing the Level 1 activity areas within FLDI and DLM. BPMs for the 2020 Census follow industry-standard Business Process Model and Notation (BPMN). An explanation of how to read the BPMN notations and a full-sized copy of all of the BPMN diagrams for this operation are provided under separate cover.

This top-level BPM serves as the Context Model for FLDI and DLM. A BPMN Context Model displays the high-level activities within the operations and relationships between them, whereas the IDEF0 Context Diagram depicts the boundaries of the operation or activity and the interfaces between the operation or activity and other operations and activities with which it is associated.

The design of FLDI and DLM for the 2020 Census includes five major operational activity areas:

- Initial Planning and Analysis (FLDI and DLM).
- Field Office Acquisition and Disposition (DLM).
- Human Resources and Personnel Management Support (FLDI).
- Field Office Operation (FLDI).
- Logistics Management Support for Field and Office Activities (DLM).

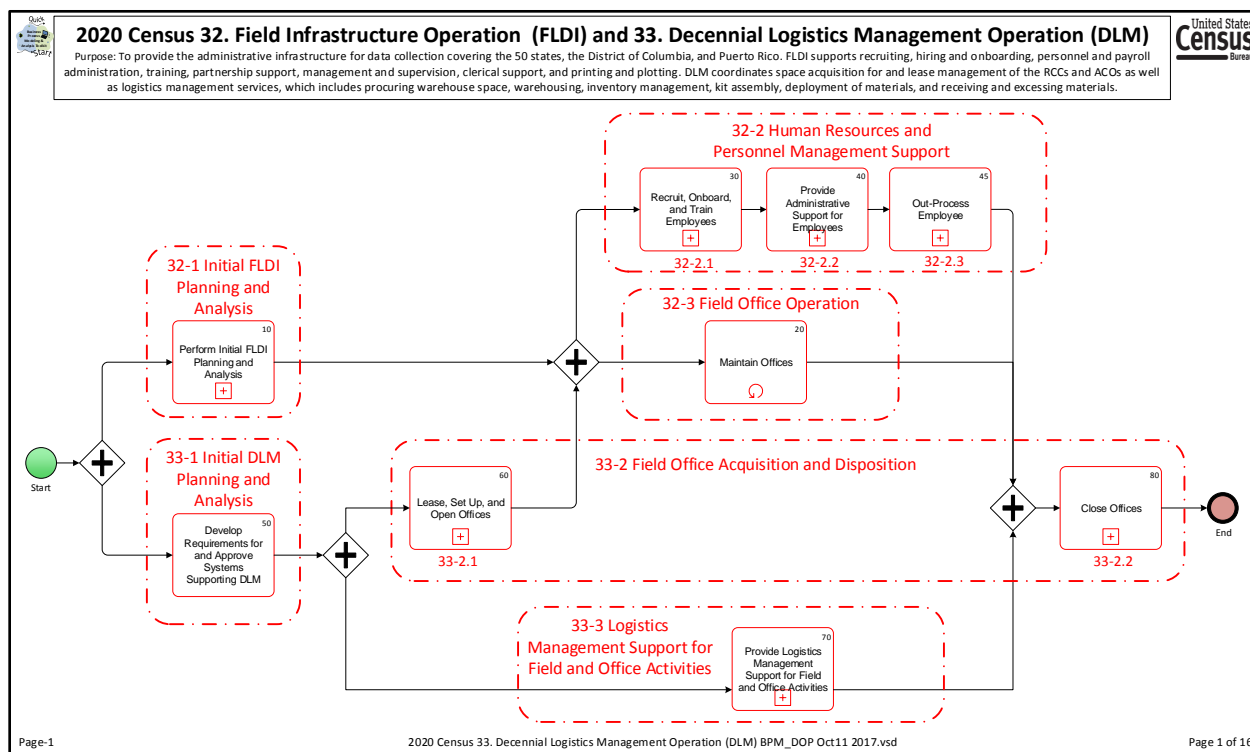


Figure 3: FLDI and DLM Context Model

Each of these major activity areas is summarized below. Together, these activities represent the complete set of work that needs to be performed to conduct this operation.

2.4.1.1 Initial Planning and Analysis

Initial planning and analysis includes both FLDI and DLM activities. Planning and analysis represents a collaborative approach summarized here, and described in further detail in sections 3.3.1 and 4.3.1 of this document. Both FLDI and DLM leverage the expertise of Integrated Project Team (IPT) members and a wide range of Census Bureau subject matter experts (SMEs) to complete comprehensive 2020 Census planning and analyses.

A key area of FLDI planning involves performing initial analyses to determine overall 2020 Census staffing requirements. FLDI uses the staffing requirements in turn to develop space requirements for the ACOs, RCCs, and PRAO. DLM uses the space requirements to inform its planning for space acquisition and leasing activities in support of field data collection operations.

FLDI planning also includes developing initial capability requirements for systems supporting FLDI activities; and DLM planning includes the development of a detailed set of operational requirements. FLDI initial planning for training is informed by analyses of best practices in

training delivery. FLDI therefore plans to develop training materials that use a blended training approach including instructor-led training, computer-based training, and hands-on training to maximize trainee learning and on the job performance during the 2020 Census.

2.4.1.2 Field Office Acquisition and Disposition

DLM coordinates space acquisition for and lease management of six RCCs, the PRAO, and 248 ACOs. Examples of space acquisition and lease management activities include, but are not limited to:

- Developing a space acquisition plan and program schedule and coordination with GSA for the RCCs, PRAO, and ACOs.
- Monitoring the procurement and build-out of space (e.g., specifications, schemas, designs, etc.).
- Ensuring all office locations meet physical security requirements.
- Closing out the offices

2.4.1.3 Human Resources and Personnel Management Support

FLDI provides the administrative infrastructure for data collection operations covering the 50 states, the District of Columbia, and Puerto Rico. Administrative infrastructure includes, but is not limited to:

- Recruiting.
- Training.
- Hiring and onboarding.
- Investigative support/background checks.

2.4.1.4 Field Office Operation

The Field Office operation of FLDI provides the processes to accomplish the following at RCCs and ACOs:

Maintain Office

The FLDI Maintain Office subprocess comprises a wide variety of functions associated with office processing and administrative operations in support of field operations and recruiting.

2.4.1.5 Logistics Management Support for Field and Office Activities

DLM's logistics management support services for field and office activities includes procuring warehouse space, warehousing, inventory management, kit assembly, deployment of materials, and receiving and excessing materials. Services include, but are not limited to:

- Procuring and setting up warehouse space to support RCCs, ACOs, and the PRAO.
- Provisioning RCCs, ACOs, and the PRAO with office furniture, supplies, operating materials, and non-IT equipment.
- Provisioning RCC, PRAO, and ACO field staff with supplies.
- Inventory management.
- Kit assembly (e.g., recruiting, hiring, and training kits).
- Deploying materials to RCCs, ACOs, and the PRAO.
- Receiving and excessing remaining materials after the operation concludes.
- Printing and shipping—NPC or external print vendor (e.g. Government Printing Office [GPO]).

The full hierarchy of activities for FLDI and DLM is provided in the form of an Activity Tree in Appendices C and D, respectively. In the Activity Tree, each major operational activity area listed above is numbered and then decomposed into a numbered set of subactivities, some of which are further decomposed into more detailed numbered subactivities or steps.

For a full description of the operational subactivities that comprise FLDI and DLM, see the Detailed Process Description discussions in Section 3 and 4 below.

2.4.2 Field Support Data Flows and Operational Influences

Figure 4 is an Integrated Operations Diagram (IOD), which depicts the major interactions among the operations involved in planning and supporting the execution of field data collection operations for the 2020 Census (stateside and Puerto Rico). It shows six field data collection operations requiring support in blue in the middle of the chart: the in-field component of the Address Canvassing operation (ADC), the Update Enumerate operation (UE), the Group Quarters operation (GQ), the Enumeration at Transitory Locations operation (ETL), the Nonresponse Followup operation (NRFU), and the Update Leave operation (UL). Field support for the Coverage Measurement Field Operations (CMFO), the Evaluations and Experiments operation (EAE), and the Island Areas Censuses operation (IAC) are not included.

Primary Support for these field data collection operations is provided by four different infrastructure support operations:

- **Field Infrastructure operation (FLDI):** FLDI provides Human Resources and Personnel Management Support and also operates the field offices.
- **IT Infrastructure operation (ITIN):** ITIN has broad responsibility for all the IT Infrastructure to support the 2020 Census. For field support, ITIN provides devices to field staff and provides IT equipment installation and disposition support for the regional census centers (RCCs), the Puerto Rico Area Office (PRAO), and area census offices (ACOs).
- **Decennial Logistics Management operation (DLM):** DLM acquires and leases office space for RCCs, PRAO, and ACOs; provides supplies, materials, and logistics support for these offices; and assembles and delivers kits for office and field staff.
- **Decennial Service Center operation (DSC):** DSC provides technical support for field staff.

Other operations contribute to field support. The Content and Forms Design operation (CFD) and the Forms Printing and Distribution operation (FPD) provide approved print files and paper questionnaires or questionnaire packages, respectively, to DLM for distribution to the field staff in kits and supply shipments. The Integrated Partnership and Communications operation (IPC) coordinates the development and reviews of the communications materials for the recruiting campaign.¹ The Geographic Programs operation (GEOP) provides geographic information to support recruiting and assignments and also field data collection, and the Archiving operation (ARC) receives data from FLDI for archival.

The operations and associated functions are aligned with various phases of field support, as shown across the top of the diagram. The ***Planning and Analysis Phase*** occurs well before the census begins and includes long-term planning activities, such as estimating workload and staffing needs, determining the number and types of offices and the staffing structure within each office type, and determining space requirements. The ***Preparation Phase*** includes additional planning activities that require less lead time but still occur before the census starts. The ***Recruiting, Onboarding, and Training Phase*** includes those activities involved in providing trained and equipped staff to support the work of the Census Bureau and the logistics and office management support required while people are being hired. The ***Data Collection Phase*** is when the actual work of the census is done. This phase begins with In-Field Address Canvassing in late 2019 and continues until the field data collection operations are completed. At the end of data collection, the ***Closeout Phase*** begins and field operations are shut down and temporary

¹ IPC also includes a field-based partnership program, which is not shown on this diagram. The Partnership Program is focused on encouraging self-response and is not directly associated with supporting the field data collection operations.

employees outprocessed. The field data collection operations are staggered, thus the relevant preparation and recruiting, onboarding, and training activities are also staggered.

The discussion below walks the reader through the diagram, a phase at a time, using the circled numbers to help the reader follow the flow.

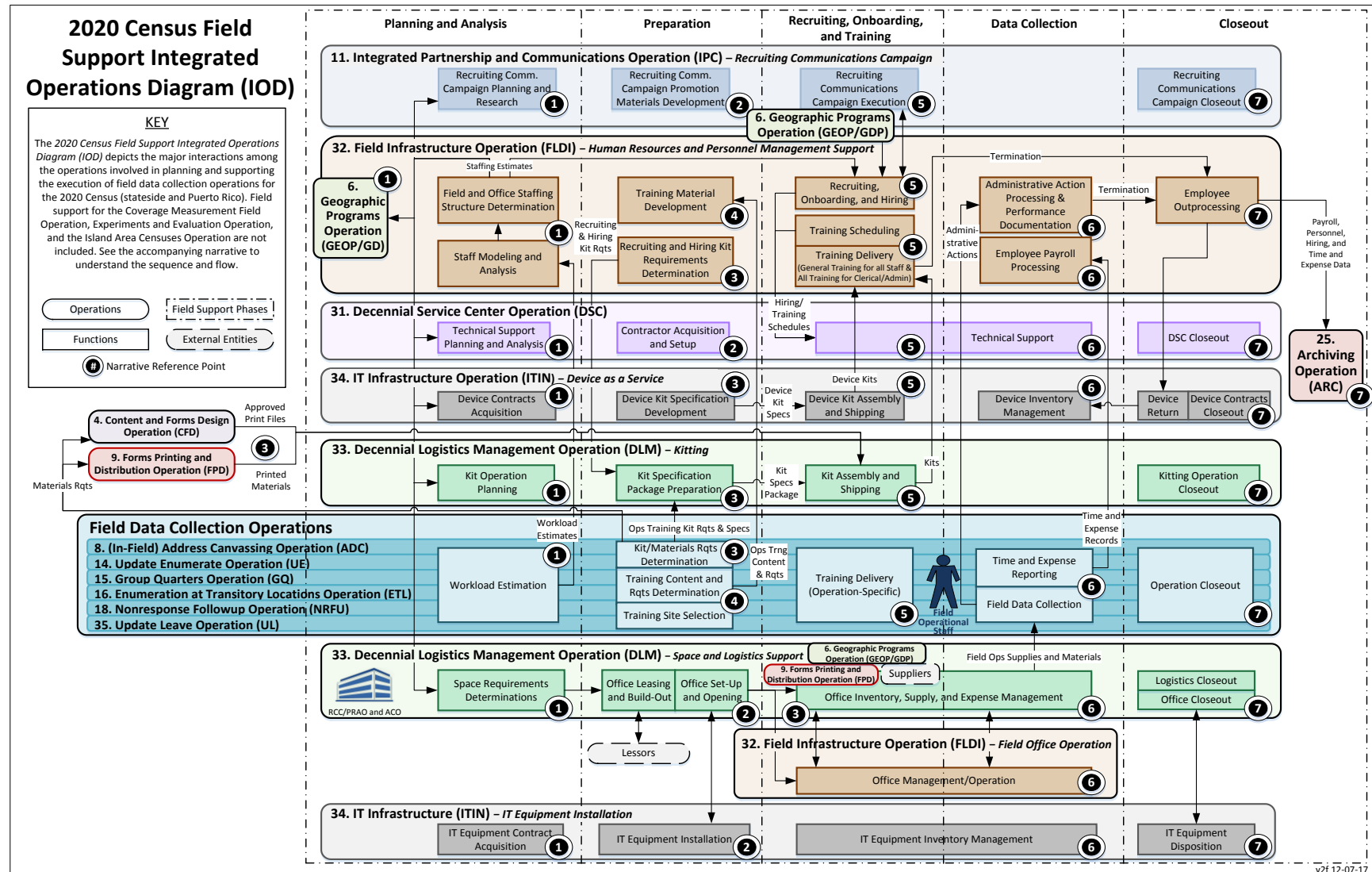


Figure 4: 2020 Census Field Support - Integrated Operations Diagram (IOD)

Planning and Analysis Phase

1 Well in advance of the start of fieldwork for the 2020 Census, the field data collection operations estimate their operational workload and provide these estimates to FLDI, which runs staff models and conducts analyses to determine the field staffing size by geographic area. Based on this information, FLDI determines the structure and size of the field staff within the offices and the number of people expected to be hired by geographic area. These staffing estimates are refined over time and are used by all field support operations for their planning activities: DLM uses this information to determine the space requirements; FLDI uses the refined analysis to identify recruiting goals by tract; and DSC uses these data to plan its support needs.

Other activities that occur during the Planning and Preparation Phase include the following:

- IPC conducts research and planning to determine the most effective approaches for the recruiting communications campaign.
- GEOP delineates the field management areas used for recruiting and staff assignments based on the inputs from FLDI.
- ITIN acquires the contracts for the devices that will be needed by the field and office staff and plans for and acquires the contract to support the installation and disposition of the office IT equipment.

Staffing estimates by geographic area help inform the planning and contracting activities for all three operations.

Preparation Phase

2 Starting in 2017, DLM works with the General Services Administration (GSA) to find appropriate office space, lease the space, and arrange for the build-out of the space to meet 2020 Census space requirements. Contracts are executed with lessors who provide the space and support the build-out activities. DLM also sets up the office space, coordinating with ITIN, which provides the IT equipment and ensures it is properly installed. Once all the furnishings are in place and the equipment is operational, DLM opens the field offices, turning them over to FLDI (see discussion for number 6 below) to operate.

Also during the Preparation Phase, DSC selects the contractor who will provide the technical support and sets up its service center(s). As part of these preparation activities, DSC hires and trains the staff that will be providing the technical support.

IPC's preparation activities for field support include reviewing materials, developed by the Integrated Communications Campaign contractor in conjunction with FLDI, to support recruiting operations.

3 Staff in the field needs supplies and other materials for training and to conduct the work. Initial supplies and materials are provided to field staff in different types of kits:

- Recruiting Kits: contain the supplies and materials needed by recruiting staff for recruiting activities.
- Hiring Kits: contain the supplies and materials needed by field office staff for hiring activities.
- Operational Training Kits: contain the supplies and materials needed during training of the field operational staff (supervisors, enumerators, and listers).
- Device Kits: contain the device and any supporting equipment and documentation. The type of device varies depending on the role of the person receiving the device.

DLM prepares the recruiting and hiring kits based on content requirements and specifications provided by FLDI, and the operational training kits based on content requirements and specifications provided by the individual field data collection operations (ADC, UE, GQ, ETL, NRFU, CMFO, and UL). DLM also provides bulk office supplies to RCCs, PRAO, ACOs, and Island Areas staff. The field data collection operations also provide requirements for nonquestionnaire paper materials (public-facing forms) to CFD, which develops the content of these materials, and once approved by the field data collection operations, sends them as print files to DLM for printing and kit assembly. Operations that require paper questionnaires (i.e., UE, GQ, ETL, and UL) provide requirements for paper questionnaires and questionnaire packages to FPD, which prints these materials and sends them to DLM to include as needed in the appropriate operation-specific training kits.


Contents of the device kits are determined by ITIN with input from the various field operations and information systems development teams.

4 Another activity performed during the preparation phase is the development of training materials. Two primary types of training are provided to field staff. The first is general training, which includes standard Census Bureau training for new employees as well as training on how to perform 2020 Census administrative activities such as submitting time and expense data. FLDI works with the Census Bureau Human Resources department to identify and develop the general training materials. The second type of training is operation-specific training. The content and requirements for the operation-specific training are determined by the field data collection

operations and provided to FLDI, which creates the training materials for all the operations. FLDI creates both online and classroom training materials.

Classroom training is conducted at local sites, such as community centers or libraries. The field data collection operations are responsible for selecting these sites.

Recruiting, Onboarding, and Training Phase

 Based on the field staffing and office structure decisions, Recruiting coordinators recruit management staff for the RCCs and ACOs and clerical staff for the ACOs. Recruiting coordinators and other RCC staff will recruit the initial number of recruiting assistants (RAs) needed to recruit for ACO staff level positions. The RAs will then recruit additional RAs, partnership assistants (PAs), Census Field Supervisors, enumerators, listers, Office Operations Supervisors, and clerks to support various field operations. The activities involved in this phase include recruiting and selecting applicants, processing applicant background checks, and then hiring and training those selectees who have passed the background check. These activities are part of FLDI. IPC supports these efforts through its development and review of recruiting campaign promotional materials and the Partnership Program (which directly supports recruiting efforts). GEOP provides geographic data services to geocode the home locations of applicants as part of FLDI recruiting work. GEOP also provides the large format paper maps needed in the field offices.

FLDI creates and maintains a training schedule based on the production schedule and hire dates. This schedule is shared with the trainees (new employees) as well as the trainers. Selectees do not become census employees until they are sworn in on the first day of training. FLDI delivers the general training for all staff as well as job-specific training for clerical and administrative staff, including RAs, partnership assistants, office supervisors, and clerks. The field data collection operations provide the operation-specific training for field operations staff.

All kits are sent to FLDI, which delivers the kits to the staff during training. DLM assembles and ships the Recruiting, Hiring, and Operational Training Kits to FLDI, and ITIN assembles and ships the device kits to FLDI.

DSC relies on hiring and training schedules from FLDI to initiate its technical support activity. One role of DSC during this phase is to initiate the request for ITIN to open and activate the IT accounts for field and office staff. (ITIN's role in activating accounts is not shown on the diagram.)

Data Collection Phase

6 During data collection, the field data collection operations perform their data collection activities and report time and expense information. In support of this, FLDI handles any employee administrative actions (including documenting performance and conduct) and processes employee payroll. DSC serves as the first line of technical support for all field and office staff.

Field offices are open and operational beginning in the Recruiting, Onboarding, and Training Phase and continuing through the Data Collection Phase. FLDI is responsible for operating the offices. DLM is responsible for providing supplies and logistics support to the offices and for maintaining the inventory of all field office assets. This includes replenishment of paper materials needed to support the field operations (e.g., Notice of Visit forms provided by DLM, paper questionnaires/questionnaire packets for paper-based enumeration operations provided by FPD, and paper maps and address registers needed for paper-based data collection operations provided by DLM based on data provided by GEOP). FPD will print additional questionnaires and questionnaire packets as needed and provide them to DLM for delivery to the field. ITIN manages the inventory of the devices sent to field staff as well as the inventory of the office IT equipment.

Closeout Phase

7 As field data collection winds down, the field data collection operations prioritize activities for the remaining cases, determine when data collection stops for each geographic area, and finish their work.

The field support operations also perform close-out activities:

- FLDI outprocesses field staff, coordinating with ITIN regarding the return of devices and sends payroll, personnel, hiring, and time and expense data to ARC.
- FLDI ends recruiting activities.
- DLM closes the offices, dispositioning all furniture and non-IT equipment.
- DLM shuts down its kitting and logistics support operations.
- ITIN disposes IT equipment and closes the device contracts.
- DSC shuts down technical support for the field, however, technical support for HQ continues.
- IPC shuts down its recruiting communications campaign.

3. Field Infrastructure Operation [32. FLDI]

3.1 Introduction

The Field Infrastructure operation is responsible for maintaining the field offices and for recruiting, onboarding, and training the field staff required to support all of the census field operations, including In-Field Address Canvassing operation (ADC), Nonresponse Followup operation (NRFU), Update Enumerate operation (UE), Group Quarters operation (GQ), Enumeration at Transitory Locations operation (ETL), Update Leave operation (UL) and Coverage Measurement Field operations (CMFO). FLDI also recruits, onboards, and trains recruiting assistants (RAs) who support recruiting operations as well as partnership assistants who support the Integrated Partnership and Communications operation (IPC).

3.2 Operational Context

The FLDI operational activities described above (Section 2.3.1) are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census Program. One way to depict an operational context is by using a “Context Diagram,” which shows the boundary of the operational process, the operational activities it contains, and the information exchanged with its neighbor operations (or other entities) as well as the resources (mechanisms) needed to conduct the operational work.

Figure 5 is a top-level context diagram for FLDI represented as an Integrated Definition, Level 0 (IDEF0) model. An IDEF0 model of a process (or operation) shows the Inputs, Controls, Outputs, and Mechanisms of the process. These IDEF0 model elements are summarized below and described further in the sections that follow.

The yellow box in the center of the IDEF0 model lists the major operational activity areas for the operation, numbered as given in FLDI Activity Tree in Appendix C. Specific Information Exchanges (IE) are shown in different colored boxes to represent the Inputs (green boxes on left side), Outputs (orange boxes on right side), Controls (purple boxes on top), and Mechanisms (blue boxes on the bottom). Boxes to the left of the Inputs indicate the *Provider* of the inputs to the operation (typically another 2020 Census operation or an external source). The Provider of the Controls is noted in the box itself. Boxes to the right of the Outputs indicate the *Receiver* of the outputs (typically another 2020 Census operation or external entity). Each Information Exchange has a name and a unique number for identification purposes.

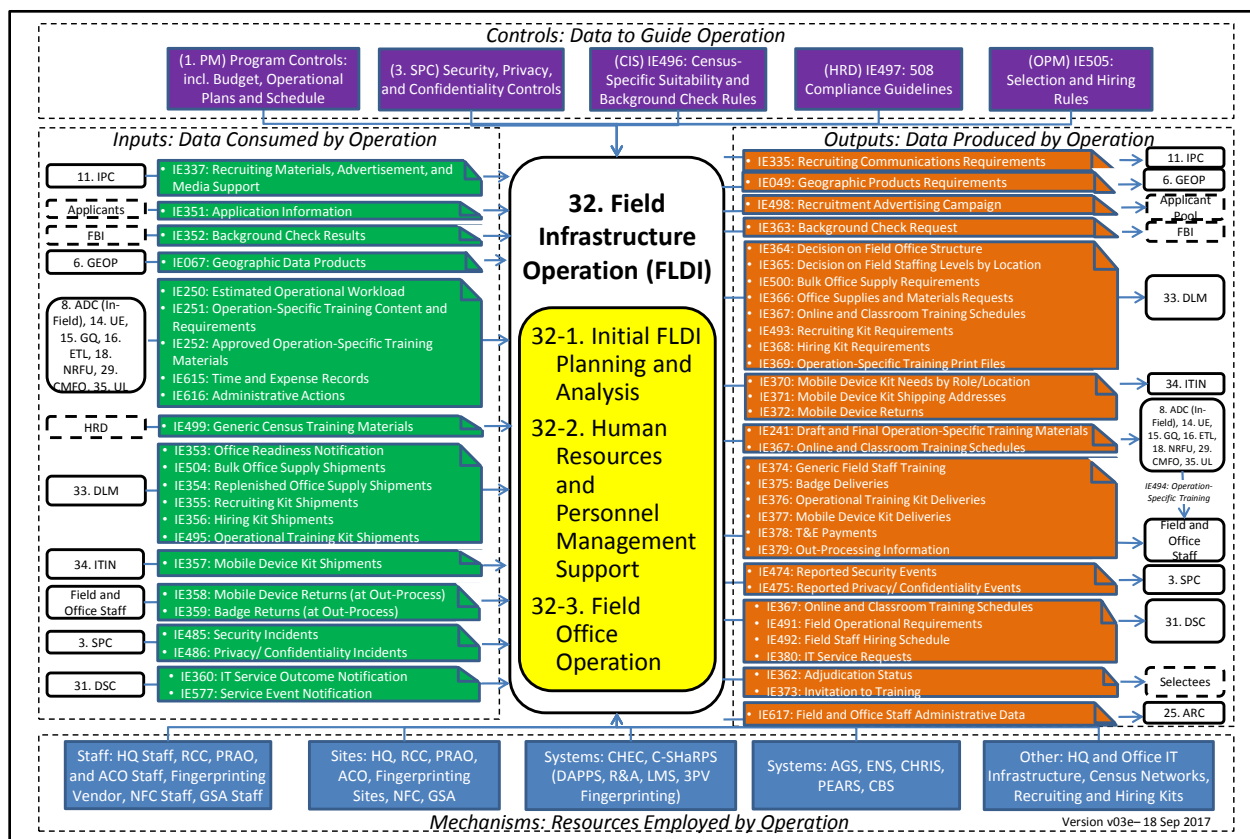


Figure 5: Field Infrastructure Operation (FLDI) Context Diagram

For the FLDI operation, initial inputs include operation-specific requirements, office readiness notifications, estimated workloads, recruiting goals, recruiting and hiring kit shipments, and training materials. Major controls include program controls, Census Bureau-specific background check and employment suitability rules, and Human Resources Division (HRD) compliance guidelines.

Outputs of the FLDI operation include recruiting requirements, hiring schedules, field staff training, badge deliveries, and mobile device kit deliveries. Additional outputs include time and expense (T&E) payments, adjudication status, and outprocessing information.

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by FLDI, see the sections that follow.

3.2.1 FLDI Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 1 lists the FLDI operational inputs.

Table 1: FLDI Operational Inputs

Provider	Information Exchange	Description
11. Integrated Partnership and Communications Operation (IPC)	IE337: Review of recruiting materials.	Approval of materials and products used to support recruitment activities for the 2020 Census, for print, and 2020Census.gov/jobs.
Applicants	IE351: Application Information	Applicant information provided on the job application which includes personal data (Social Security Number, name, address), citizenship information, birth place, work history, military service history, preferred veteran's hiring data, hours/days available, languages spoken, weighted results of assessment questionnaires, etc.
Federal Bureau of Investigation (FBI)	IE352: Background Check Results	Results of applicants' background checks based on fingerprints taken from selectees and submitted to FBI. Results contain a listing of certain information taken from fingerprint submissions kept by the FBI and related to arrests and, in some instances, federal employment, naturalization, or military service.
6. Geographic Programs Operation (GEOP)	IE067: Geographic Data Products	Geographic Products that will be needed to conduct the specific 2020 Census operations work. Geographic products used by FLDI include Field Management Area (FMA) delineations for Census Field Manager (CFM) areas, ACO areas, and RCC areas.

Provider	Information Exchange	Description
8. Address Canvassing Operation (ADC (In-Field)), 14. Update Enumerate Operation (UE), 15. Group Quarters Operation (GQ), 16. Enumeration at Transitory Locations Operation (ETL), 18. Nonresponse Followup Operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave Operation (UL)	IE250: Estimated Operational Workload	Estimate of the number of living quarters that will be enumerated within the field for each geographic area. This information is used by FLDI to create a model for estimating the staffing needs by location.
	IE251: Operation-Specific Training Content and Requirements	Course content and other training requirements for the data collection operations' classroom training materials to be developed by the operational areas.
	IE252: Approved Operation-Specific Training Materials	Approval for training content and materials used to conduct classroom trainings for data collection operations' operational activities.
	IE615: Time and Expense Records	Information regarding staff time and reimbursable expenses. Used by FLDI to pay employees.

Provider	Information Exchange	Description
	IE616: Administrative Actions	Decisions regarding administrative changes for field and office staff made by field operation management. For example, field operations may decide to transfer an employee to another location. FLDI is responsible for documenting these actions in the appropriate systems.
Human Resources Division (HRD)	IE499: Generic Census Training Materials	Training content and materials used to conduct generic census training for all staff, including Title 13 and 26 training, security awareness.
33. Decennial Logistics Management Operation (DLM)	IE353: Office Readiness Notification	Notification that the office is ready for occupation.
	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
	IE354: Replenished Office Supply Shipments	Replenishment shipments of basic supplies needed to run the office.
	IE355: Recruiting Kit Shipments	Shipments of recruiting kits, which are delivered to recruiting staff during training.
	IE356: Hiring Kit Shipments	Shipments of hiring kits, which are delivered to hiring staff during training.

Provider	Information Exchange	Description
	IE495: Operational Training Kit Shipments	Shipments of operational training kits, which are delivered to the field operational staff (i.e., staff supporting the field data collection operations) during training.
34. IT Infrastructure Operation (ITIN)	IE357: Mobile Device Kit Shipments	Shipments of mobile device kits, which are delivered to field and office staff during training.
Field and Office Staff	IE358: Mobile Device Returns (at Out-Process)	Mobile devices returned by staff upon outprocessing and associated administrative information. Final notification of return of mobile devices is provided by FLDI to ITIN (see IE372).
	IE359: Badge Returns (at Out-Process)	Badges returned by staff upon out-processing and associated administrative information.
3. Security, Privacy, and Confidentiality Operation (SPC)	IE485: Security Incidents IE486: Privacy/Confidentiality Incidents	Notifications of ongoing Security Incident or Privacy/Confidentiality Incident status.
31. Decennial Service Center Operation (DSC)	IE360: IT Service Outcome Notification	Notifications and status updates of IT service results provided to the users (requesters). FLDI staff (office staff supporting FLDI activities) receive technical support from DSC.
	IE577: Service Event Notification	Notifications to all users of a service event such as routine operations updates/changes, system problem/incident status or privacy/security incident status. Typically these are provided as part of the standard message users receive when they call in for help.

3.2.2 FLDI Operational Controls

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 2 lists the controls for FLDI.

Table 2: FLDI Operational Controls

Provider	Information Exchange	Description
1. Program Management Operation (PM)	Program Controls	Program Control information including: <ul style="list-style-type: none"> Budget. Operational plans and schedule.
3. Security, Privacy, and Confidentiality Operation (SPC)	Security, Privacy, and Confidentiality Controls	Ensure that all operations and systems used in the 2020 Census adhere to laws, policies, and regulations that ensure appropriate systems and data security, and protect respondent and employee privacy and confidentiality.
Census Investigative Service (CIS)	IE496: Census- Specific Suitability and Background Check Rules	Guidelines used to evaluate the results of the investigation, including background check results received from the FBI. Selectees with minor background check issues may still get a favorable rating based on these guidelines.

Provider	Information Exchange	Description
Human Resources Division (HRD)	IE497: 508 Compliance Guidelines	Guidelines applied to electronic and information technology developed, procured, maintained, or used by federal agencies. They contain technical criteria specific to various types of technologies and performance-based requirements which focus on functional capabilities of covered products.
Office of Personnel Management (OPM)	IE505: Selection and Hiring Rules	Guidelines used to rank the selection and hiring of applicants based on multiple criteria, including giving preference to Veterans in the hiring selection ranking.

3.2.3 FLDI Operational Outputs

Outputs are the data produced by the operation. The outputs constitute the results of operational work that has been performed. Outputs produced may be used as inputs or controls to other operations.

Table 3 lists the outputs from FLDI.

Table 3: FLDI Operational Outputs

Consumer	Information Exchange	Description
11. Integrated Partnership and Communications Operation (IPC)	IE335: Recruiting Communications Requirements	Specific recruiting requirements that IPC needs to be aware of as it develops its communications campaign for recruiting people to work on the 2020 Census. Examples include eligibility requirements, hiring location needs by position, recruiting methods that have been effective in a location, etc.

Consumer	Information Exchange	Description
6. Geographic Programs Operation (GEOP)	IE049: Geographic Products Requirements	Requirements for the Geographic Products that will be needed to conduct the specific Field Operations work. Geographic products used by FLDI including Field Management Area (FMA) delineations for Census Field Manager (CFM) areas, ACO areas, and RCC areas.
Applicant Pool	IE498: Recruitment Advertising Campaign	Advertisements and other communications materials used to inform potential applicants about the opportunity to be hired for the 2020 Census. FLDI works in conjunction with IPC on this campaign.
Federal Bureau of Investigation (FBI)	IE363: Background Check Request	Request to conduct background check of selectees using their fingerprints to look up and return criminal records, commercial records, and financial records.
33. Decennial Logistics Management Operation (DLM)	IE364: Decision on Field Office Structure	Staffing levels and organizational structure for each field office type: RCC, ACO, and PRAO and their reporting hierarchy.
	IE365: Decision on Field Staffing Levels by Location	Number of field and office staff (by role and by geographic location by job title) that need to be hired by FLDI for the 2020 Census. Used as input for recruiting goals to staff offices.
	IE500: Bulk Office Supply Requirements	Requirements for bulk office supplies needed to run the field offices.

Consumer	Information Exchange	Description
	IE366: Office Supplies and Materials Requests	Requests for additional office supplies and materials needed to run the offices.
	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes. DLM uses this information to ensure kits are shipped in time to support the training.
	IE493: Recruiting Kit Requirements	Requirements for the contents of the kits used to train recruiting staff.
	IE368: Hiring Kit Requirements	Requirements for the contents of the kits used to train the hiring specialists.
	IE369: Operation-Specific Training Print Files	Print files for any training content that needs to be printed by DLM and included in the operational training kits. FLDI develops the training content in coordination with the individual field data collection operations.

Consumer	Information Exchange	Description
34. IT Infrastructure Operation (ITIN)	IE370: Mobile Device Kit Needs by Role/Location IE371: Mobile Device Kit Shipping Addresses IE372: Mobile Device Returns	Identified needs for mobile device kits (kinds of kits, number of each kind needed) by role and location. Shipping addresses for mobile device kits shipments. Returns of mobile devices after they are no longer needed for 2020 Census operations and associated acknowledgement of receipt.
8. Address Canvassing Operation (ADC (In-Field)), 14. Update Enumerate Operation (UE), 15. Group Quarters Operation (GQ), 16. Enumeration at Transitory Locations Operation (ETL), 18. Nonresponse Followup Operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave Operation (UL)	IE241: Draft and Final Operation-Specific Training Materials	All materials needed to conduct the training for operation-specific operational activities. This includes course content, instructor materials, and student handouts.
	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes.

Consumer	Information Exchange	Description
Field and Office Staff	IE374: Generic Field Staff Training	Content and materials associated with the generic 2020 Census trainings that is provided to all field and office staff.
	IE375: Badge Deliveries	Badges to be provided to the staff and associated administrative information.
	IE376: Operational Training Kit Deliveries	Deliveries of operational training kits for use by field staff.
	IE377: Mobile Device Kit Deliveries	Deliveries of mobile devices for use by field and office staff and associated administrative information.
	IE378: T&E Payments	Payments made to field and office staff based on time and expense information provided by the staff.
	IE379: Out-Processing Information	Information provided about staff's out-processing, including the return of all filled out questionnaires, return of mobile device, etc.
3. Security, Privacy, and Confidentiality Operation (SPC)	IE474: Reported Security Events IE475: Reported Privacy/Confidentiality Events	Events and monitoring data provided to the SPC operation relating to security, privacy and confidentiality conditions.
31. Decennial Service Center Operation (DSC)	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes.
	IE491: Field Operational Requirements	Number and type of field and office staff by location requiring support from DSC.
	IE492: Field Staff Hiring Schedule	Schedule for field and office staff hiring by location.

Consumer	Information Exchange	Description
	IE380: IT Service Requests	Requests for information or advice, or for a standard change (a preapproved change that is low risk, relatively common and follows a procedure) or for access to an IT service.
Selectees	IE362: Adjudication Status	Results of the background investigation of Selectees. Statuses include: Initiated (fingerprints submitted), Favorable, Potential Risk (additional info requested), Risk. Note “risk” will cause a selectee status as “ineligible.”
	IE373: Scheduled Training Notifications	Notifications for the scheduled trainings. After clerks contact selectees to assign them to a training session, the clerk updates the training roster for the appropriate training session, and the DAPPS system will notify the selectee of the data and location, either by email from DAPPS, viewing through the Recruiting and Assessment (R&A) portal, or both.
25. Archiving Operation (ARC)	IE617: Field and Office Staff Administrative Data	All recruiting, payroll, personnel, hiring, retention, and time and expense data for temporary field and office staff. These data are used for research and legal inquiries to support planning for the 2030 Census.

3.2.4 FLDI Operational Mechanisms

Mechanisms are the resources (people, places, and things) that are used to perform the operational processes. They include Staff Resources, Infrastructure Sites, and Systems, and other Technology Infrastructure.

Staff Resources

Table 4 identifies the Staff Resources employed for FLDI.

Table 4: Staff Resources used within FLDI Operational Activities

Staff Resources	Description/Role
HQ Staff	HQ staff who manage FLDI and coordinates activities with the Regional census center (RCC) staff, Puerto Rico Area Office (PRAO) staff, area census office (ACO) staff, fingerprinting vendor, National Finance Center (NFC) staff, and GSA staff.
RCC Staff	RCC staff who manage all FLDI activities within their designated census region.
PRAO Staff	PRAO staff who manage all FLDI field operations within Puerto Rico.
ACO Staff	ACO staff who either manage or perform FLDI activities within their designated area. This includes hiring specialists, RAs, and clerks.
Fingerprinting Vendor	Vendor who performs fingerprinting tasks on behalf of the Census Bureau (may also include the taking of selectee photographs for the purpose of creating badges).
NFC Staff	NFC staff who manage nontemporary Census Bureau employees' payroll.
GSA Staff	GSA staff who support the badging process for office and work-at-home employees.

Infrastructure Sites

Table 5 identifies the Infrastructure Sites employed for FLDI.

Table 5: Infrastructure Sites for FLDI Operational Activities

Infrastructure Site	Description/Role
HQ	HQ site for office work conducted in support of FLDI. This permanent site in Suitland, MD, manages the operation throughout the country and Puerto Rico.
RCC	RCCs manage FLDI activities within their assigned geographic area. The RCCs oversee the activities of the ACOs. Each RCC will manage a number of ACOs.
PRAO	PRAO manages FLDI activities within Puerto Rico and oversees the activities of Puerto Rico ACO(s).
ACO	ACOs manage or perform FLDI activities within their designated area.
Fingerprinting Sites	Third-party sites that perform fingerprinting tasks.
NFC	NFC site that manages nontemporary Census Bureau employees' payroll.
GSA	GSA sites that support badging process for employees.

Systems and other Technology Infrastructure

Table 6 identifies the Systems employed for FLDI.

Table 6: Systems used within FLDI Operational Activities

System	Description
Census Hiring and Employment Check System (Fingerprinting) (CHEC)	Administrative system that automates clearance processing of all personnel at Census Bureau headquarters, the Bureau of Economic Analysis (BEA), The regional offices (ROs), the National Processing Center (NPC), and two computer assisted telephone interview (CATI) sites. Supports fingerprint processing with the FBI, OPM, the

System	Description
	Department of Homeland Security (DHS), the Office of Management and Budget (OMB), and the Department of Commerce (DOC).
<p>Census Schedule A Human Resources Payroll System (C-SHaRPS) – includes Decennial Applicant Personnel and Payroll System (DAPPS), Recruiting and Assessment (R&A), Learning Management System (LMS)</p>	<p>The Census Schedule A Human Resources Payroll System (C-SHaRPS) supports the recruiting, hiring, onboarding/separation and payroll functions for the Schedule A field staff (temporary/intermittent federal employees) hired to support the 2020 Census. C-SHaRPS is a “system of systems,” or ecosystem, encompassing DAPPS, R&A, LMS, and third-party vendor (3PV) fingerprinting.</p> <p>The C-SHaRPS ecosystem supports the recruiting, hiring, onboarding/separation and payroll functions for the Schedule A field staff (temporary/intermittent federal employees) hired to support the 2020 Census. C-SHaRPS has key interfaces to several closely related systems, including CHEC to background check adjudication by the census CIS organization, DAPPS, R&A, and the LMS to provide training to the newly hired employees.</p> <p><u>DAPPS</u></p> <p>DAPPS is a commercial off-the-shelf software from Oracle/PeopleSoft, customized to meet unique Census Bureau requirements, and interfaces with other federal agencies’ administrative systems. DAPPS is part of the Decennial Administrative Support Services Human Capital Management 2020 Census Solution Architecture, and is a major component of C-SHaRPS.</p> <p><u>R&A</u></p> <p>The R&A tool provides the recruiting package and provides the automated means to perform recruiting, application submission, and assessment activities for recruiting and census temporary field and office staff. R&A is a major component of C-SHaRPS.</p>

System	Description
	<p><u>LMS</u></p> <p>The Learning Management System (LMS) will be the system of record for providing the online training to the roughly 600,000 enumerators involved in the 2020 Census. LMS is part of the Decennial Administrative Support Services Human Capital Management 2020 Census Solution Architecture. LMS is a component of R&A, which is part of C-SHaRPS.</p>
Applicant Geocoding Service (AGS)	<p>The Census Bureau utilizes the Applicant Geocoding Service (AGS) to accurately establish the specific location of each applicant's home address and determines whether or not that applicant's residence is within the ACO boundary.</p>
Emergency Notification System (ENS)	<p>System used to notify field workers of an emergency, as well as notifying family members such as next of kin of employee-specific emergencies. It is managed by the Health and Safety Branch in the Administrative and Customer Services Division.</p>
Census Human Resources Information System (CHRIS)	<p>System used to create contact file for ENS.</p>
Performance Evaluation Automated Reporting System (PEARS)	<p>Census Bureau-wide human resources performance management system, facilitating the documentation and disposition of employee conduct and performance</p>
Commerce Business System (CBS)	<p>System that collects and reports labor hours and costs for the activities that NPC performs. Outputs weekly production statistics for time and attendance and monthly incentive awards for NPC staff who work on production standard related tasks.</p>

Other Technology Infrastructure employed for FLDI includes:

- Census Bureau network connectivity for data transmission between operational systems and operational sites. This connectivity is provided by ITIN.
- Office IT infrastructure at headquarters, RCCs, and ACOs for conducting FLDI operational work. This infrastructure is provided by ITIN.
- Recruiting and hiring kits that recruiting assistants (RAs) and hiring staff will use for recruiting and hiring activities. These kits are provided by DLM.

3.3 Detailed Process Description

As shown in Figure 6 below, FLDI and DLM comprise six Level 1 activities. Of the six Level 1 activities, FLDI is responsible for performing the following three Activity Areas:

- Initial FLDI Planning and Analysis [FLDI 32-1].
- Human Resources and Personnel Management Support [FLDI 32-2].
- Field Office Operation [FLDI 32-3].

Figure 6 shows the BPM for FLDI's three Level 1 activity areas (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of FLDI and DLM.

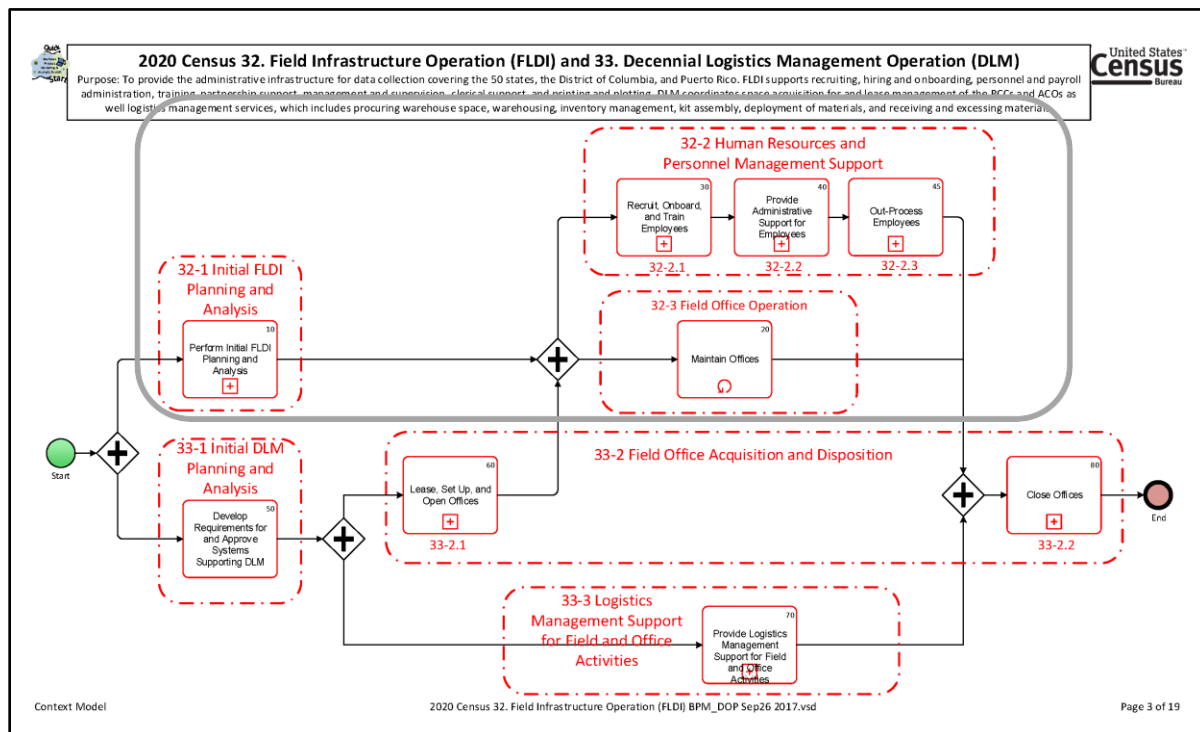


Figure 6: FLDI Operation Context Model

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

3.3.1 Initial FLDI Planning and Analysis [FLDI 32-1]

As shown in Figure 6, the Initial FLDI Planning and Analysis [FLDI 32-1] is the first Level 1 activity area (area within the shaded gray rounded rectangle) for FLDI.

The Initial FLDI Planning and Analysis activity area is subdivided into the following operational subactivities.

- Initial FLDI Planning and Analysis [FLDI 32-1]:
 - Determine Field and Office Staffing and Space Requirements [FLDI 32-1.1].
 - Develop Capability Requirements for and Approve Systems Supporting FLDI [FLDI 32-1.2].
 - Develop Training Materials [FLDI 32-1.3].

A detailed view of the constituent activities that make up the “Initial FLDI Planning and Analysis” operational subactivity is given in Figure 7 below.

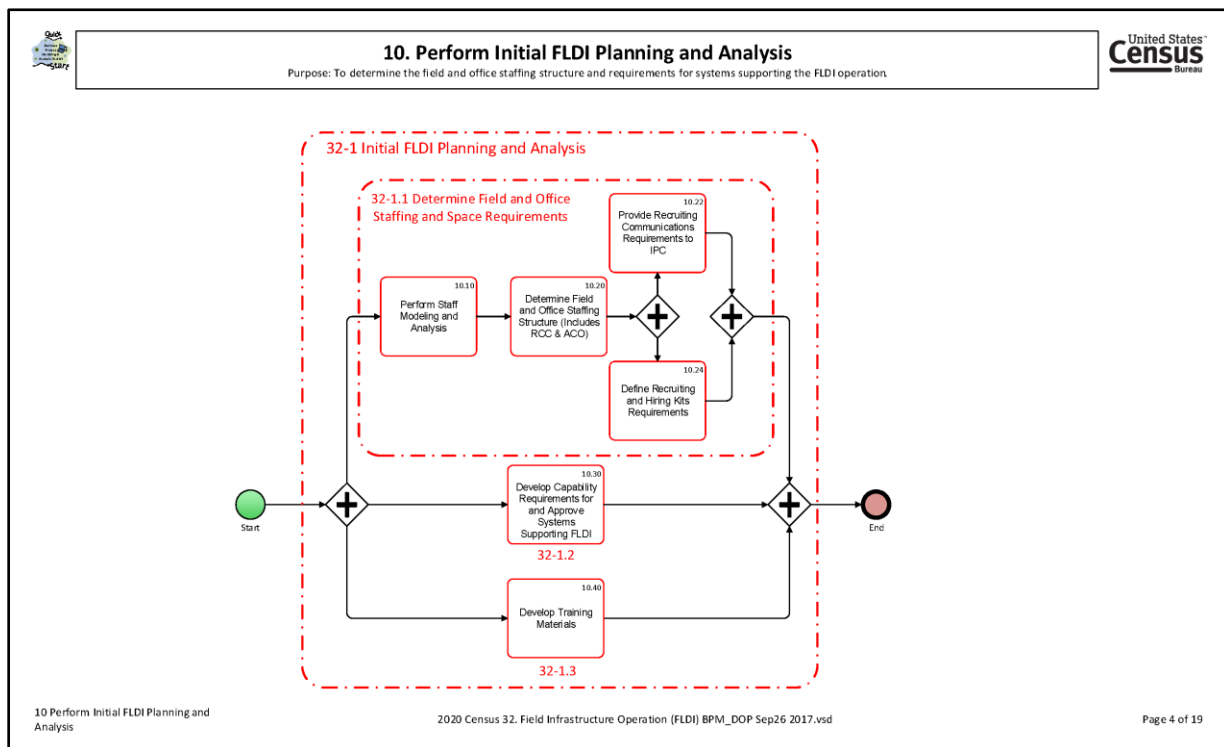


Figure 7: Initial FLDI Planning and Analysis

The purpose of this overall process is to determine the field and office staffing structure and requirements for systems supporting FLDI. Subactivities include Perform Staff Modeling and Analysis, Determine Field Office Staffing and Structure, Provide Recruiting Communications Requirements to IPC, Define Recruiting and Hiring Kits Requirements, Develop Capability Requirements for and Approve Systems Supporting FLDI, and Develop Training Materials.

Subsequent sections describe the Initial FLDI Planning and Analysis operational subactivities in detail.

3.3.1.1 Determine Field and Office Staffing and Space Requirements [FLDI 32-1.1]

A detailed view of the constituent activities that make up the “Determine Field and Office Staffing and Space Requirements” operational subactivity is given in Figure 8 below.

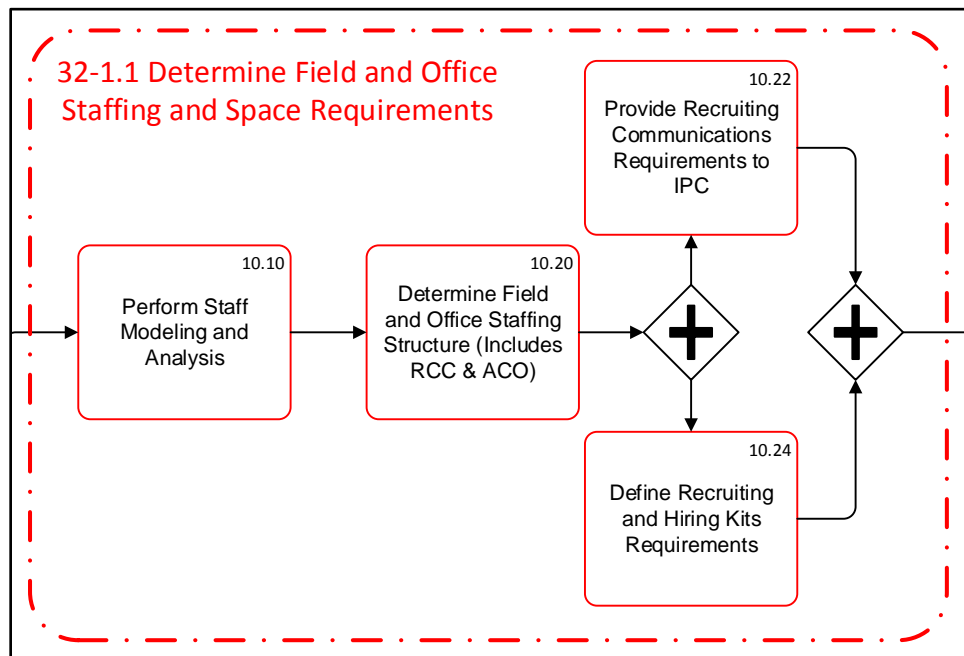


Figure 8: Determine Field and Office Staffing and Space Requirements

The staff requirements development includes modeling based upon the anticipated number of six RCCs and 248 ACOs. Based upon these numbers, the 2020 Census planning staff estimates the expected number of staff for each office and for each operation. Planners use historical workload information, test data, and factors such as planned 2020 Census production rates per hour and production hours per day to develop staffing requirements models. Estimated workloads allow the planners to determine staffing needs, office sizing, kits, device needs and everything else that goes into the operation. Planners working closely with Census Bureau budgeting and HR staff

plan pay rates, which helps prepare for creating a budget, recruiting, and to prepare recruiting communications and promotional materials requirements.

Staffing and space requirements also include operation specifics such as production days. Planners coordinating with operational areas answer such questions as:

- When will the operation take place?
- What type of operation is this?
- How many production days are involved in the operation?
- Will there be separate staff for QC and production (affects training: gaps and delays in training; affects budget: paying two separate sets of people)?
- What are the impacts of other operations that could increase or decrease workloads?

Staffing and Modeling Terms

<p>A. Workload – Total number of work units for an operation (e.g. Address Canvassing = a block, for NRFU =Address)</p> <p>B. Production Rate Per Hour - Number of work units completed in 1 hour.</p> <p>C. Production Hours Per Day - The number of hours spent actually completing work units per day</p> <p>D. Number of Production Days - The number of days allotted to complete the operation.</p>	<p>E. Assignment Per Person – The number of work units each person must complete in the time allotted to finish the operation on schedule.</p> <ul style="list-style-type: none"> ▪ Calculated by multiplying the <i>Production Rate Per Hour</i> by <i>Production Hours Per Day</i> by <i>Number of Production Days</i> (B x C x D) <p>F. Staff – The minimum staff needed to complete the operation on time if there was 100% retention.</p> <ul style="list-style-type: none"> ▪ Calculated by dividing the <i>Workload</i> by <i>Cases Per Person</i> (A / E)
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Figure 9: Description of Staffing and Modeling Terms

Planners develop staffing thresholds, such as calculating the assignments per person, minimum number of staff needed per operation, and staffing levels required to cover attrition. Staffing planners also include the ratios between staff based upon answers to critical questions such as

- How many enumerators for every CFS?
- How many CFS per CFM?
- How many clerks per OOS?

- How many OOSs are required in an ACO?
- How many area managers are required?

Planners integrate the staff modeling with the space requirements planning for each field office as well. The analyses and estimates include the delineation of the overall field office boundaries as well as the specific space requirements per field office. Space requirements for the ACOs generally fall into a range, estimated by the planning staff depending upon the number of CFMs and their staff expected to work out of the offices. Space is estimated based on the following chart:

5 or Less CFMs	A	6300-6600 sq ft usable
6-7 CFMs	B	7000-7300 sq ft usable
8 or More CFMs	C	7700-8000 sq ft usable

Space requirements planners assign organization codes as part of the initial steps in tracking funding, assigning, and identifying the offices. The planning staff has built flexibility into the modeling process, which allows for staff planners to make adjustments as new information arises. The benefit for the Census Bureau is a better alignment of staffing resources across the full scope of 2020 Census field operations.

3.3.1.2 Develop Capability Requirements for and Approve Systems Supporting FLDI [FLDI 32-1.2]

As articulated in the *2020 Census Operational Plan V3.0*, “...the operational design comprises a set of design decisions that drive how the 2020 Census will be conducted. These design decisions are informed through research, testing, and analysis of the cost and quality impacts of different design options. The operational design also drives the requirements for Information Technology (IT) capabilities and acquisitions.”

Preliminary FLDI design decisions based on early research, testing, and analysis, were used to determine initial FLDI capability requirements. As the design matured and more decisions were finalized, the FLDI requirements were updated to reflect the revised design.

The *2020 Census Operational Plan V3.0* also states: “An important aspect of the design approach for the 2020 Census is an increased reliance on enterprise standards and solutions. Specifically, the design of all IT capabilities adheres to the Enterprise Systems Development Life Cycle (eSDLC) and IT Guiding Principles. The 2020 Census FLDI design also leverages enterprise-shared services, including the Census Enterprise Data Collection and Processing solution and the Center for Enterprise Dissemination Services and Consumer Innovation solution.” These two initiatives provide the technology solutions required to support significant portions of the FLDI innovations for the 2020 Census.

3.3.1.3 Develop Training Materials [FLDI 32-1.3]

FLDI develops training materials based on the lessons learned from previous censuses. For the 2020 Census, FLDI has designed and tested, and is implementing a blended training approach for the 2020 Census. This innovation combines multiple modes of training delivery designed to maximize training outcomes for various types of learning styles: visual, auditory, and hands-on, blending online training methods, instructor-led classroom training and on-the-job training or role-playing to prepare field staff to effectively fulfill their duties. Blended training will:

- Provide a standardization of training, limiting the impact of instructor interpretation.
- Allow for easily updateable training materials in the case of errors or operational changes, minimizing the burden of errata materials.
- Provide automated assessment tools to enable a more consistent and reliable way to measure learner understanding of concepts.
- Provide post-training support through easily accessible online manuals and job aids.

Online training will be provided via the LMS. Classroom training materials will be electronic and accessible on the trainer's or trainee's device. These electronic materials include instructor guides for training, trainee workbooks, and employee manuals.

Training materials are designed to maximize self-paced learning. These accompanying training materials are developed to provide the most up-to-date methodologies for recruiting, onboarding, and training-the-trainer to carry out field data collection activities.

3.3.2 Human Resources and Personnel Management Support [FLDI 32-2]

The Human Resources and Personnel Management Support activity area is subdivided into the following operational subactivities:

- Human Resources and Personnel Management Support [FLDI 32-2].
 - Recruit, Onboard, and Train Employees [FLDI 32-2.1].
 - Provide Administrative Support for Employees [FLDI 32-2.2].

Human Resources and Personnel Management support comprises all the activities necessary to recruit, onboard, train, manage and supervise, and pay temporary Census Bureau employees. This includes advertising jobs and conducting applicant assessments; selection of applicants and online and in-classroom training; processing background checks; and fielding, supervising, managing, and paying employees for census field data collection.

Subsequent sections describe the Human Resources and Personnel Management Support operational subactivities in detail.

3.3.2.1 Recruit, Onboard, and Train Employees [FLDI 32-2.1]

The Recruit, Onboard, and Train Employees operational subactivity is subdivided into the following constituent activities:

- Recruit, Onboard, and Train Employees [FLDI 32-2.1].
 - Recruit Applicants [FLDI 32-2.1.1].
 - Select Applicants [FLDI 32-2.1.2].
 - Process Background Check [FLDI 32-2.1.3].
 - Hire and Train Employees [FLDI 32-2.1.4].

A detailed view of the constituent activities that make up the “Recruit, Onboard, and Train Employees” operational subactivity is given in Figure 10 below.

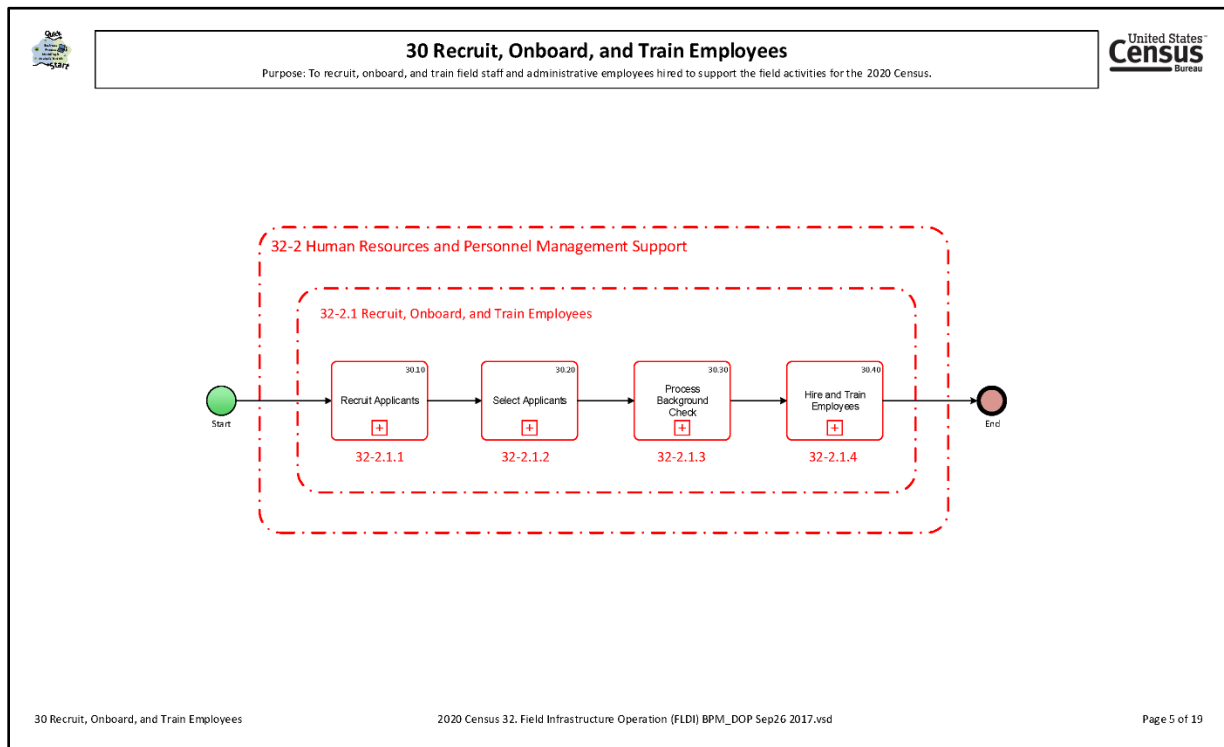


Figure 10: Recruit, Onboard, and Train Employees

The purpose of this overall process is to recruit, onboard, and train field staff and administrative employees hired to support the field activities for the 2020 Census. This process addresses the initial contact with an applicant seeking a position to support the 2020 Census, through to the selected employee trained for deployment to an RCC, ACO, or the field.

Subsequent sections describe the Recruit, Onboard, and Train Employees operational subactivities in detail.

Recruit Applicants [FLDI 32-2.1.1]

The Recruit Applicants operational subactivity is subdivided into the following constituent activities:

- Recruit Applicants [FLDI 32-2.1.1].
 - Advertise Jobs [FLDI 32-2.1.1.1].
 - Receive Applications and Assessments [FLDI 32-2.1.1.2].
 - Perform Geocoding [FLDI 32-2.1.1.3].
 - Conduct Review to Determine Applicant Status [FLDI 32-2.1.1.4].

A detailed view of the constituent activities that make up the “Recruit Applicants” operational subactivity is given in Figure 11 below.

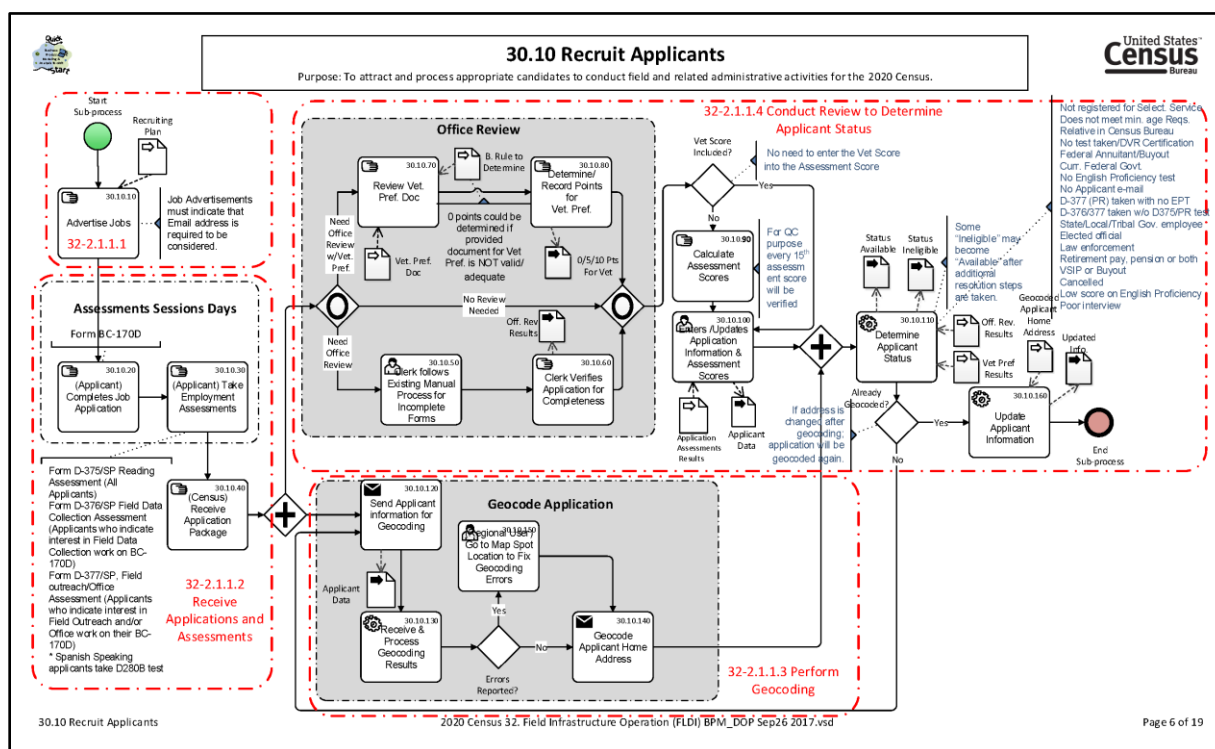


Figure 11: Recruit Applicants

The purpose of this operational subactivity is to attract and process appropriate candidates to conduct field and related administrative activities for the 2020 Census. This subactivity includes

Advertise Jobs, where FLDI utilizes the 2020 Census jobs website, as well as local and national advertising firms to communicate employment opportunities; Receive Applications and Assessments, where the applicant completes the job application and takes the assessment tests, and FLDI receives the application package; Conduct Review to Determine Applicant Status, where FLDI makes a determination of the applicant's suitability for moving forward in the overarching process, and Perform Geocoding, where the Census Bureau utilizes the Applicant Geocoding Service (AGS) to accurately establish the specific location of each applicant's home address and determines whether or not that applicant's residence is within the ACO boundary.

Subsequent sections describe the Recruit Applicants operational subactivities in detail.

Advertise Jobs [FLDI 32-2.1.1.1]

In Advertise Jobs, FLDI utilizes the 2020 Census jobs website, as well as local and national advertising firms to communicate employment opportunities.

Receive Applications and Assessments [FLDI 32-2.1.1.2]

In Receive Applications and Assessments, the applicant completes the job application, BC-170D. All applicants take the Reading Assessment, Form D-375/SP. Applicants indicating an interest in Field Data Collection work on their BC-170D will complete Form D-376/SP, Field Data Collection Assessment. Applicants who indicate interest in Field Outreach and/or office work on their BC-170D complete Form D-377/SP, Field Outreach/Office Assessment. Spanish-speaking applicants take the D280B test. The Census Bureau receives the application package, checks for completeness, and sends it to Perform Geocoding.

Perform Geocoding [FLDI 32-2.1.1.3]

The overall AGS is a web application that DAPPS accesses in two versions: an automated version (called here the AGS) and an interactive version, called the Manual Geocoding Interface. The purpose of the automated AGS is to automatically geocode applicants' addresses and to transmit those geocode data back to DAPPS.

DAPPS sends addresses to, and receives data back from the AGS, which is displayed and saved under the applicant's Geography Tab in DAPPS. DAPPS must correctly identify the location of each applicant's residence, as represented by geocode data, so that the applicant will show up on a Selection Record. To assist with and monitor the geocoding process, DAPPS also provides the following reports:

Applicants Unable to Resolve

Applicants Resolved

Applicant Summary Reports.

Geocoding refers to the process of assigning geographic codes based on an address. Geocoding is a 2-part process. The first part consists of either staff keying in, or R&A electronic submittal of an applicant's address into DAPPS (Address, City, State, Zip, County, Intersecting Street 1 and Intersecting Street 2), and based on that address, selecting the appropriate ACO, state, and county codes in DAPPS. The second part consists of DAPPS collecting that information and sending it to the AGS to receive further information about the address, such as:

- Tract - Unique statistical subdivision within a county.
- BCU - Basic Collection Unit.
- Isinsite – Indicator of addresses successfully geocoded to the block level and geocoded inside the ACO area.

Conduct Review to Determine Applicant Status [FLDI 32-2.1.1.4]

In Conduct Review to Determine Applicant Status, FLDI makes a determination of the applicant's suitability for moving forward in the overarching hiring process.

Once the applicant's BC-170D data and assessment score have been entered, DAPPS will determine the applicant's status. Several DAPPS reports are available to assist supervisors and clerks in both monitoring applicant status and evaluating recruiting efforts throughout the pre-employment process.

DAPPS applicant status codes are:

010 – Available – Applicant data and assessment score(s) have been entered and there are no eligibility issues.

020 – Selected. The applicant or previous employee has been selected for employment. (This code also applies to applicants who have accepted a job offer but have not yet completed the hire process.)

030 – Ineligible. The applicant or experienced employee has been determined to be ineligible for employment. A reason code will identify the reason for the ineligible status. Refer to Table 3-1, on page 3-4, for a description of ineligible reasons.

040 – Application Received. Applicant data has been entered.

060 –Experienced. The 'available' applicant has prior Census experience. (This code is important, since some position selections require experienced employees.)

070 – Separated. A previous employee who was terminated with a disposition that makes them ineligible for future employment (for example, terminated for performance or conduct).

080 – Canceled.

Select Applicants [FLDI 32-2.1.2]

The Select Applicants operational subactivity is subdivided into the following constituent activities:

- Select Applicants [FLDI 32-2.1.2].
 - Create Job Requisition and Selection Certificates [FLDI 32-2.1.2.1].
 - Make and Execute Hiring Decisions [FLDI 32-2.1.2.2].
 - Process Accepted Contingent Offers [FLDI 32-2.1.2.3].
 - Process Refusals and Ineligible Candidates [FLDI 32-2.1.2.4].

A detailed view of the constituent activities that make up the “Select Applicants” operational subactivity is given in Figure 12 below.

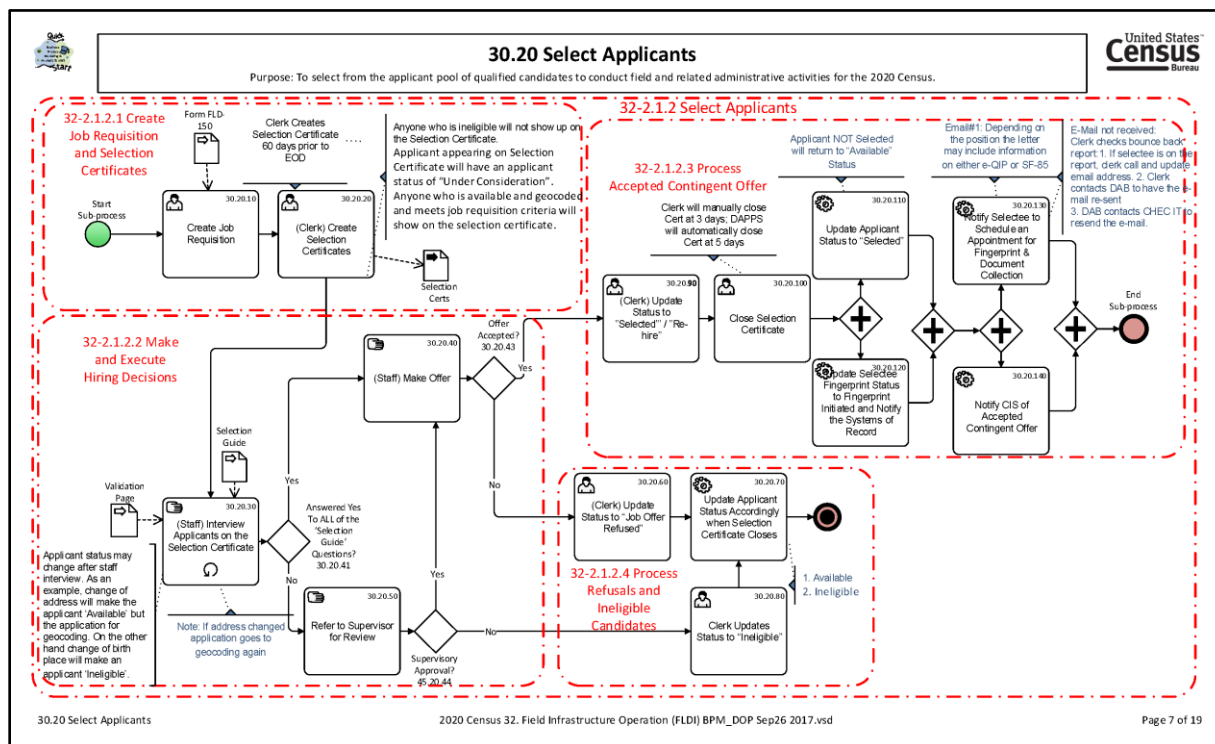


Figure 12: Select Applicants

With this process, FLDI will select from the applicant pool of qualified candidates to conduct field and related administrative activities for the 2020 Census. This process describes the actions to bring a selectee onboard as a temporary Census Bureau employee.

Subsequent sections describe the Select Applicants operational subactivities in detail.

Create Job Requisition and Selection Certificates [FLDI 32-2.1.2.1]

The selection process begins with a manager defining a hiring requirement using the FLD-150, Job Requisition. The FLD-150 data is entered into DAPPS. Anyone who is ineligible will not show up on the Selection Certificate. An applicant appearing on Selection Certificate will have an applicant status of “Under Consideration.” Anyone who is available and geocoded and meets job requisition criteria will show on the selection certificate.

Make and Execute Hiring Decisions [FLDI 32-2.1.2.2]

Beginning with the first listed applicant and continuing until the required number of positions is filled, each selected applicant is interviewed using one of the FLD-269s (C-K) and given a job offer if the staff interview is successful. The version used depends upon the position being filled.

Results of the interviews and job offers are entered into DAPPS, and applicant status is updated. The D-425 is complete when the required numbers of applicants have accepted the job offer or all applicants have been contacted.

It is important to note that an applicant’s status may change after staff interview. As an example, a change of address will make the applicant “Available,” but the application must go through geocoding. On the other hand, change of birth place will make an applicant “Ineligible.”

Process Accepted Contingent Offers [FLDI 32-2.1.2.3]

The clerk will update the applicant’s status to “Selected or “Re-hire” and close the selection certificate at three days (DAPPS automatically closes the certificate at five days). The Selectee Fingerprint status is updated to “Fingerprint Initiated,” and notification is sent to the systems of record. The selectee is notified to schedule an appointment with the 3PV to be fingerprinted and collect documentation, and Census Investigative Services (CIS) is notified of the contingent offer acceptance.

Process Refusals and Ineligible Candidates [FLDI 32-2.1.2.4]

Once the ACO administrative staff (operating on behalf of a supervisor or hiring manager) makes a job offer, only to find that the applicant has either refused employment, or has otherwise

been deemed ineligible, this subprocess updates DAPPS, annotating that the applicant is “Ineligible” once the selection certificate is closed.

Process Background Check [FLDI 32-2.1.3]

The Process Background Check operational subactivity is subdivided into the following constituent activities:

- Process Background Check [FLDI 32-2.1.3].
 - Collect Fingerprints and Other Background Information [FLDI 32-2.1.3.1].
 - Perform Adjudication [FLDI 32-2.1.3.2].
 - Create Demilitarized Zone (DMZ) Account [FLDI 32-2.1.3.3].

A detailed view of the constituent activities that make up the “Process Background Check” operational subactivity is given in Figure 13 below.

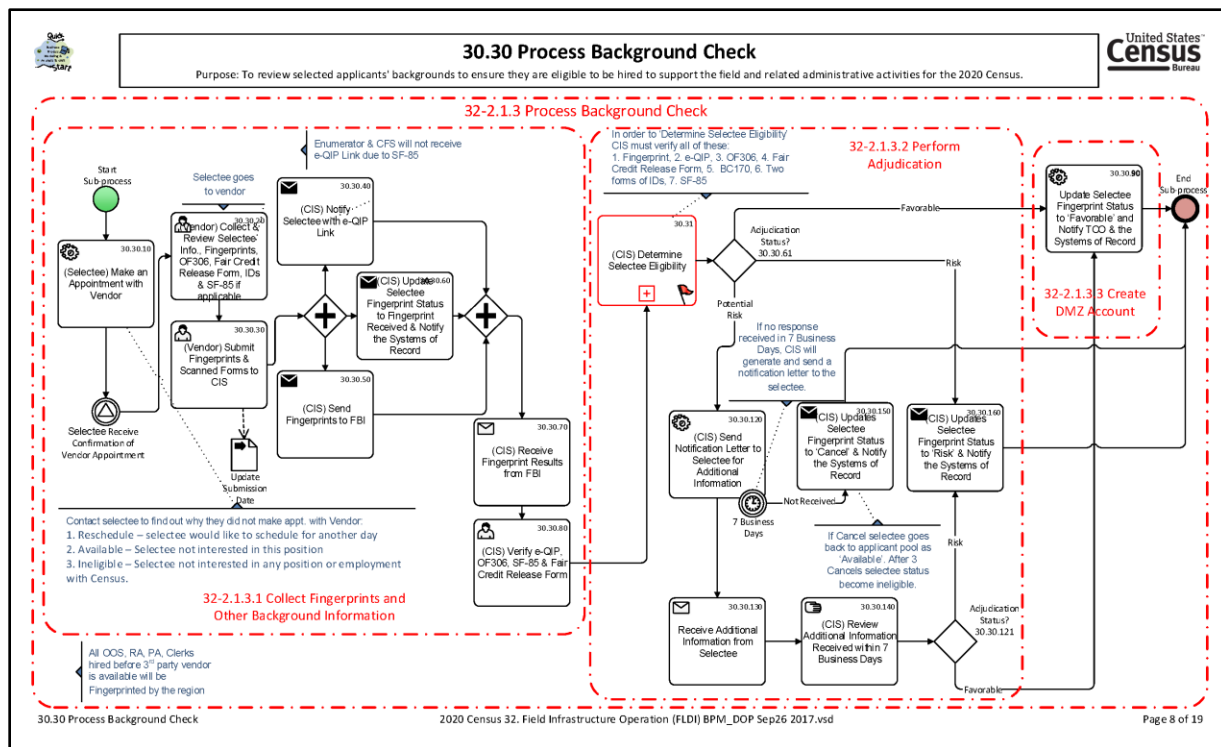


Figure 13: Process Background Check

The purpose of Process Background Check is to review selected applicants' backgrounds to ensure they are eligible to be hired to support the field and related administrative activities for the 2020 Census. In this process, FLDI collects fingerprints and other background information,

performs adjudications based on information received on the selected applicants from the Federal Bureau of Investigation (FBI) and other agencies, and creates DMZ accounts for the selected applicants. Process Background Check is supported by the following: 3PV, CHEC IT, DAPPS, CIS, FBI, and the Telecommunications Office (TCO).

Subsequent sections describe the Process Background Check operational subactivities in detail.

Collect Fingerprints and Other Background Information [FLDI 32-2.1.3.1]

Once the selectee has scheduled an appointment with the 3PV and has been fingerprinted, 3PV sends fingerprints and other scanned documents (e-QIP, OF-306, Fair Credit Release Form, BC-170, two forms of IDs, and an SF-85) collected from the selectee to CIS, who in turn send the fingerprints to the FBI for verification. The FBI provides fingerprint results to CIS.

Note: Per an October 16, 2017, decision memo from the Census Bureau's Human Resources Division, for the positions of Census Field Supervisor (CFS) and enumerator/lister, only fingerprints will be required for 2018 End-to-End Census Test Peak Operations and for the 2020 Census operations. The e-QIP, OF-306, and Fair Credit Release Forms will not be required for these two positions.

Perform Adjudication [FLDI 32-2.1.3.2]

In order to determine a selectee's eligibility, CIS must verify all of the following selectee-provided items: Fingerprints, e-QIP, OF-306, Fair Credit Release Form, BC-170, two forms of IDs, and an SF-85. Upon successful verification of these artifacts (favorable adjudication), CIS notifies TCO. If CIS identifies a potential risk, then the selectee is asked to provide additional information via a CIS notification letter. The selectee then has seven business days to respond. CIS updates the Selectee Fingerprint Status to Cancel and notifies the systems of record if the selectee does not respond within seven business days. Once the additional information is received, CIS reviews it within seven business days and passes along favorable adjudications to TCO. Unfavorable adjudications are flagged as Risks, and the systems of record are notified.

Create DMZ Account [FLDI 32-2.1.3.3]

Upon notification of a selectee's favorable status, TCO updates the Selectee Fingerprint Status to Favorable, and creates a DMZ account allowing access to Census Bureau systems authorized for the selectee's use.

Hire and Train Employees [FLDI 32-2.1.4]

The Hire and Train Employees operational subactivity is subdivided into the following constituent activities:

- Hire and Train Employees [FLDI 32-2.1.4].
 - Hire Employees [FLDI 32-2.1.4.1].
 - Train Employees [FLDI 32-321.4.2].

A detailed view of the constituent activities that make up the “Hire and Train Employees” operational subactivity is given in Figure 14 below.

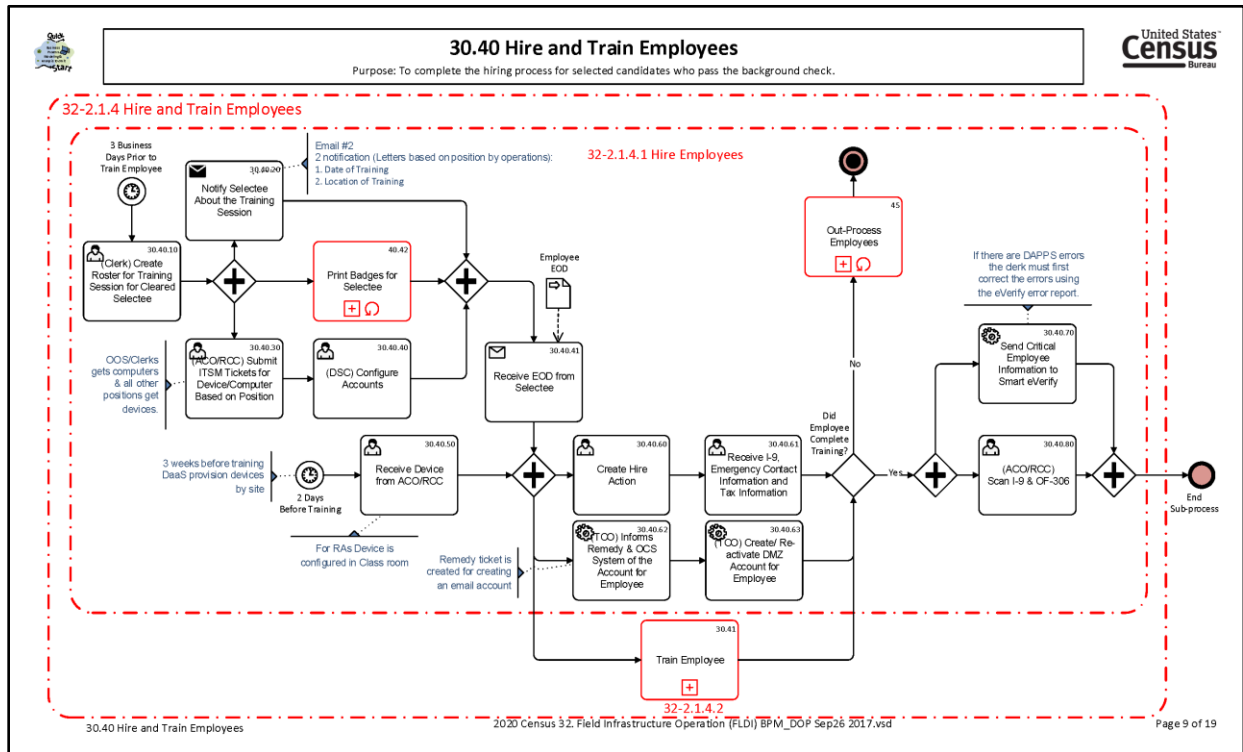


Figure 14: Hire and Train Employees

Hire and Train Employees completes the hiring process for selected candidates who pass the background check. This process also outprocesses employees if they fail training.

Subsequent sections describe the Hire and Train Employees operational subactivities in detail.

[Hire Employees \[FLDI 32-2.1.4.1\]](#)

A detailed view of the constituent activities that make up the “Hire Employees” operational subactivity is given in Figure 15 below.

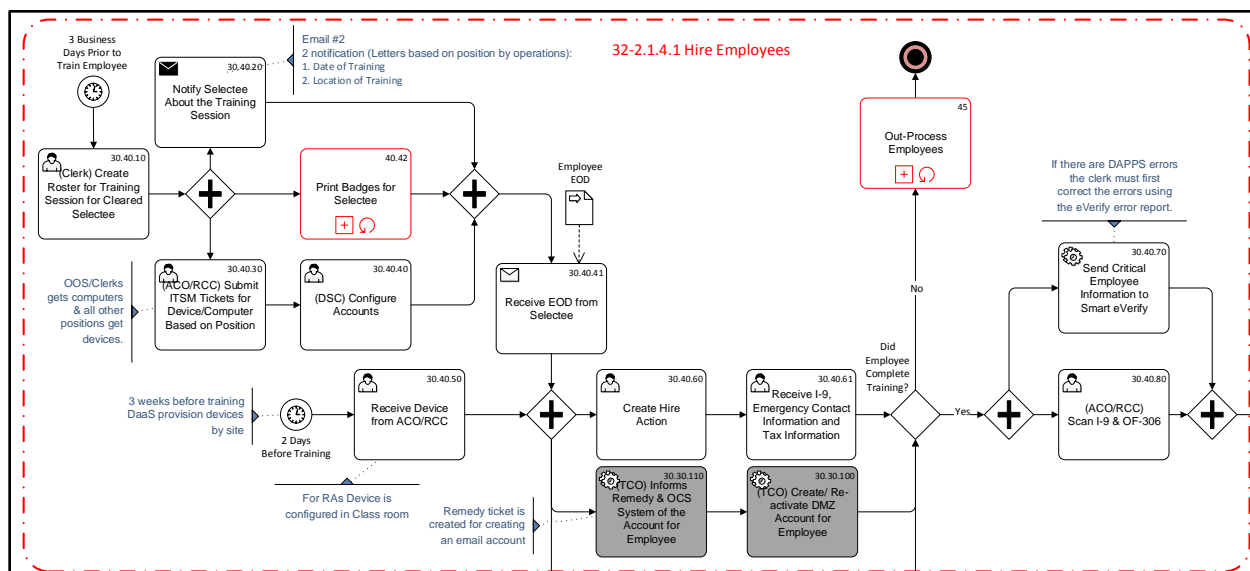


Figure 15: Hire Employees

Three days before training the new employee, the clerk will create a training roster for and notify the cleared selectee about the training session, ACO/RCC will submit ITSM (Remedy) tickets for Device/Computer Based on Position (OOSs/clerks get computers and all other positions get devices), and the DSC will configure accounts. Upon receipt of the selectee's Entry on Duty (EOD) notification, the clerk creates a hire action, and a Remedy ticket is generated for email account creation. TCO creates (or reactivates if a rehire) the DMZ account for the employee. DAPPS will send critical employee information to Smart E-Verify. Note: Selected applicants will automatically be sent to Smart E-Verify upon hire and I-9 documentation actions. The employee's name/employee ID will appear on the Missing I-9 report if I-9 information is missing or not entered. The Form I-9 information must be entered and saved in DAPPS for the employee to continue employment with the Census Bureau.

The Smart E-Verify program runs several times a day. The administrative staff must review the E-Verify Error Report and provide the appropriate action for the E-Verify Error Report. Smart E-Verify Web Service is an internet-based system operated by the U.S. Citizenship and Immigration Service in partnership with the Social Security Administration.

Train Employees [FLDI 32-2.1.4.2]

A detailed view of the constituent activities that make up the "Train Employees" operational subactivity is given in Figure 16 below.

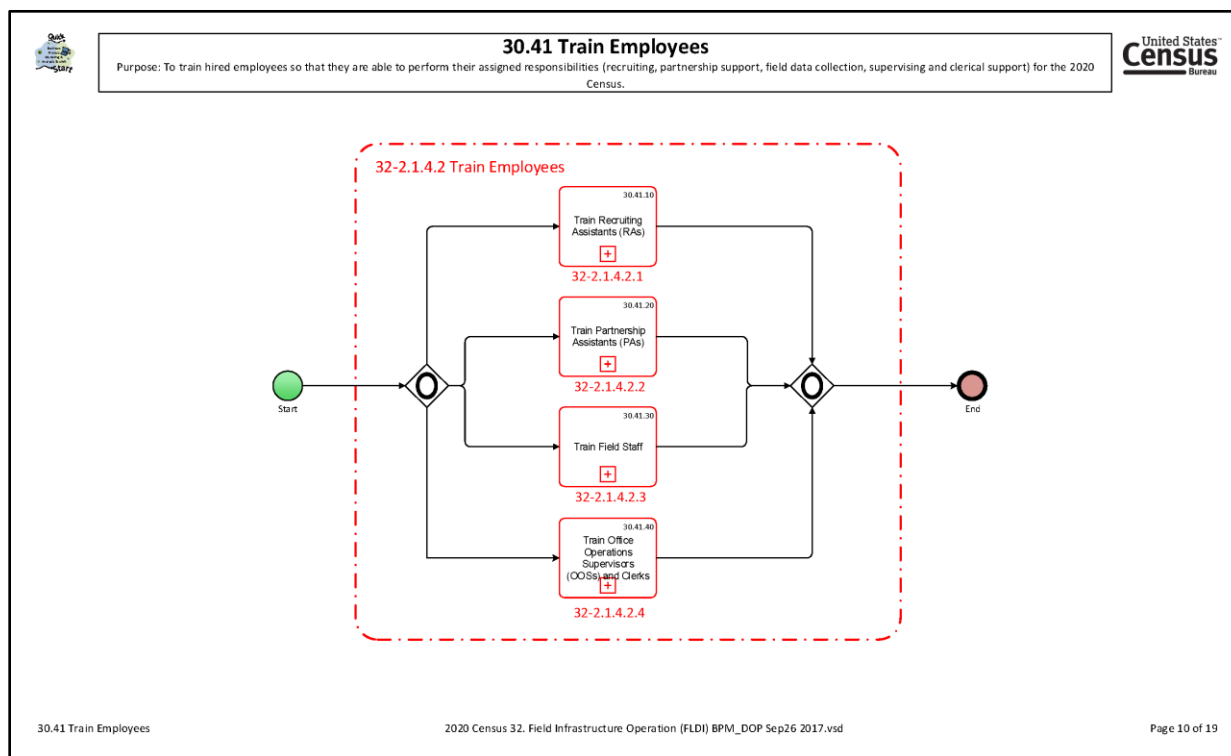


Figure 16: Train Employees

FLDI provides training for all field and office employees participating in the 2020 Census. The training programs for RCC and ACO staff and field employees are a combination of instructor-led classroom training and online training. The audience of these training programs are managers, RAs, PAs, all field staff, and OOSs and clerks. The training processes are similar for each group, and significant differences are highlighted in the following paragraphs.

Employees in the RCCs and ACOs will receive an overview training program that addresses mandated training topics such as Data Stewardship, the No FEAR act, EEO for Employees, and Safety. Employees will take this training independently using online training modules hosted on the LMS. They will receive additional job-specific training either online, in the classroom, or on-the-job, by working closely with office managers or supervisors. In addition to the initial overview training, office staff like OOSs or clerks may take operation-specific online training throughout their appointment, as needed.

Operation-specific training for field staff (CFSs and enumerators/listers) will also be a combination of instructor-led classroom training and independent online training. For most data collection operations, the training program for field staff will begin with one day of classroom training. On this first day, the training will address basic administrative matters including performing the oath of office, device issuance, entering time and expense, and work availability.

For this first day of in-person classroom training, the Census Bureau will seek out local institutions such as schools, libraries, churches, fire halls, etc., to host these trainings. ACO staff coordinate the training location setup, device deliveries to training sites, and other logistics for large-scale field staff training.

After the first day of training, field staff will spend the next four to six calendar days (depending on the operation) completing at-home self-study training online using their own personal device, at their own pace. Online training will include generic mandated training topics such as Data Stewardship, the No FEAR act, and EEO for Employees. Additional online training modules will address operation-specific skills, exercises to practice using the data collection instrument, and general field processes. For some operations, like Nonresponse Followup (NRFU), the online training program includes a gamelet on their device for enumerators to practice a day in the life of an enumerator.

Trainees who complete the online portion of the training program will return to the classroom for the capstone training day. The capstone training day will engage trainees in hands-on practice of material learned during online training. Depending on the operation, the hands-on practice can involve role-playing, mock interviews, or live cases (for listing operations) facilitated by managers or supervisors. Training programs for operations that do not have online training will address the same mandatory training topics, operation-specific skills and hands-on activities in a classroom training program.

The Census Bureau will apply a waterfall approach to conducting training for the operations. For each operation, HQ trainers will deliver training to RCC managers at the six RCCs. The RCC managers (typically the area manager) will in turn train the CFMs at the ACOs. Then the CFMs will train the CFSs, and the CFSs will train the enumerators/listers. The RCC managers and the CFMs will receive operation-specific Just-in-Time (JIT) training programs that include a combination of classroom and self-study lessons that give them the necessary information to manage the operation. Additionally, the managers will independently complete the enumerators' online training program. This enables managers to effectively deliver the training to the field staff. One of the benefits of this waterfall approach to training is that RCC and ACO staff have an opportunity to give and receive training together and to build relationships, which strengthen planning and execution for the 2020 Census operations.

For large-scale operations, such as Nonresponse Followup (NRFU), training programs for field staff will be staggered in order for the RCCs and ACOs to provide the necessary support during the initial day of training (for device issuance, specifically). Staggered training will assign a team of two or more CFSs to conduct classroom training sessions to groups of enumerators within their CFS districts over a period of time. The team of CFSs will alternate as the lead instructor,

while the others assist. The team will be provided with a backup CFS for additional support. This staggered training will ensure the ACOs are able to effectively support enumerator training.

Training for the office staff will be administered by ACO managers, OOSs, and possibly RCC staff. The actual training will include a review of office manuals and job aids, classroom training, as well as on-the-job training activities. On-the-job training consists of an explanation of the task, followed by a demonstration of how the task is completed, and finally an observation of the trainee completing the task on their own. The process ensures that the trainee fully understands the task and is provided with clear expectations of success.

OOSs will be trained with special emphasis on best practices and procedures for supervising office clerks. OOSs also take training on the basics of assigning and overseeing clerks' work in the field offices, on personnel administration, and in overall office and payroll procedures. Clerks' training will include classroom and on-the-job training in data entry, and a wide range of clerical activities supporting field office operations.

RAs will receive general training as well as job specific training complemented with recruiting assistant kits, which each receives and that include information specific to RA duties. PAs will receive general training as well as training focused on customer relationship management (CRM) and CRM database training. Field staff will take classroom, computer-based and on-the-job training depending upon their job duties and roles.

Please note that the types of training provided are covered in the Detailed Operational Plans of the field data collection operations.

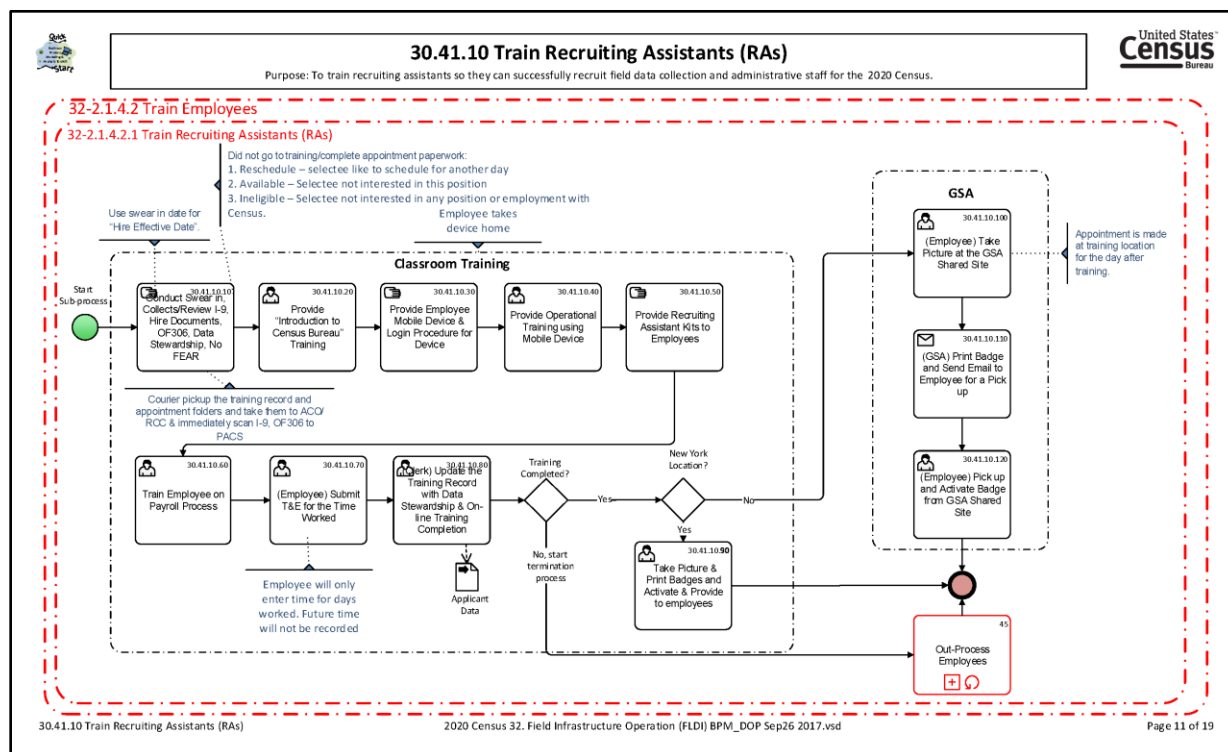


Figure 17: Train Recruiting Assistants (RAs)

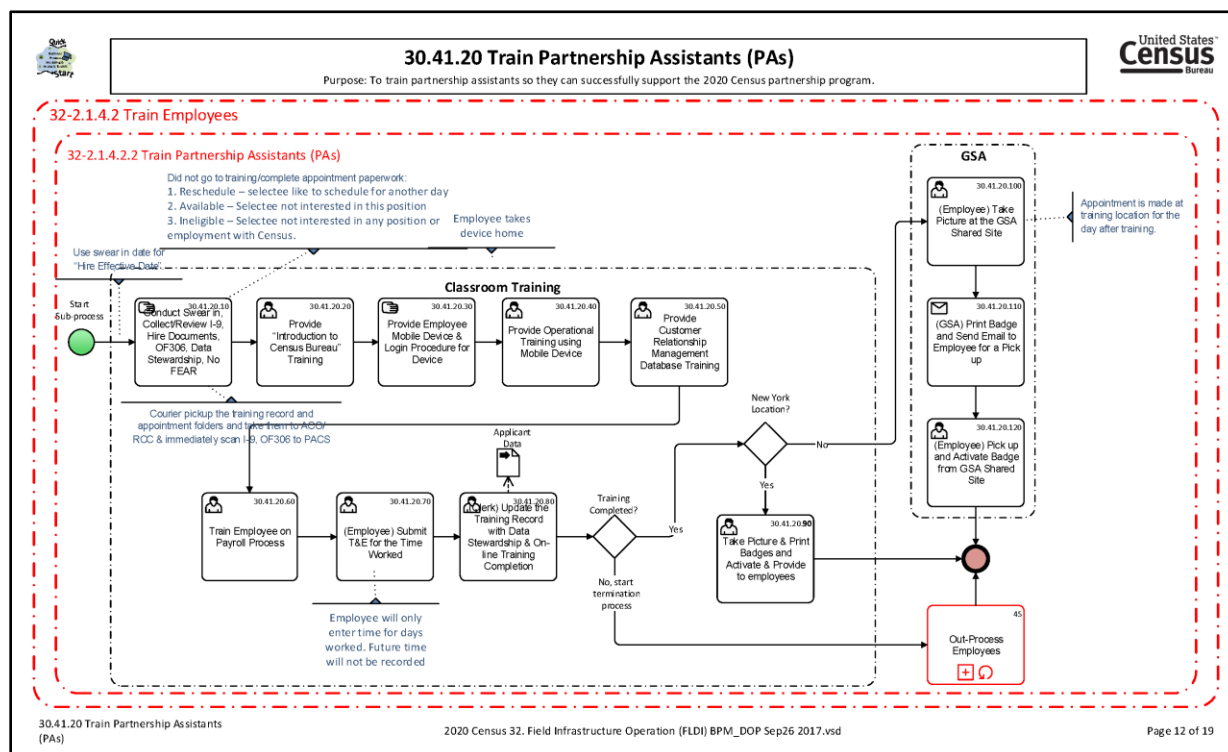


Figure 18: Train Partnership Assistants (PAs)

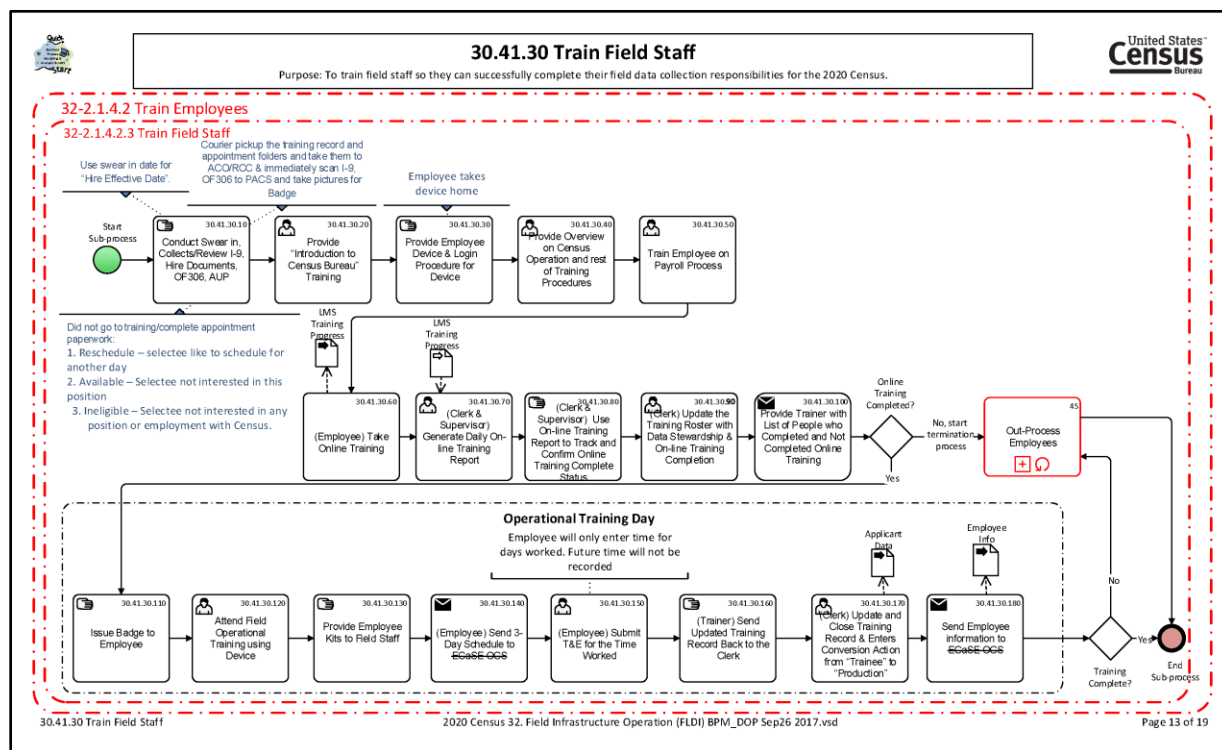


Figure 19: Train Field Staff

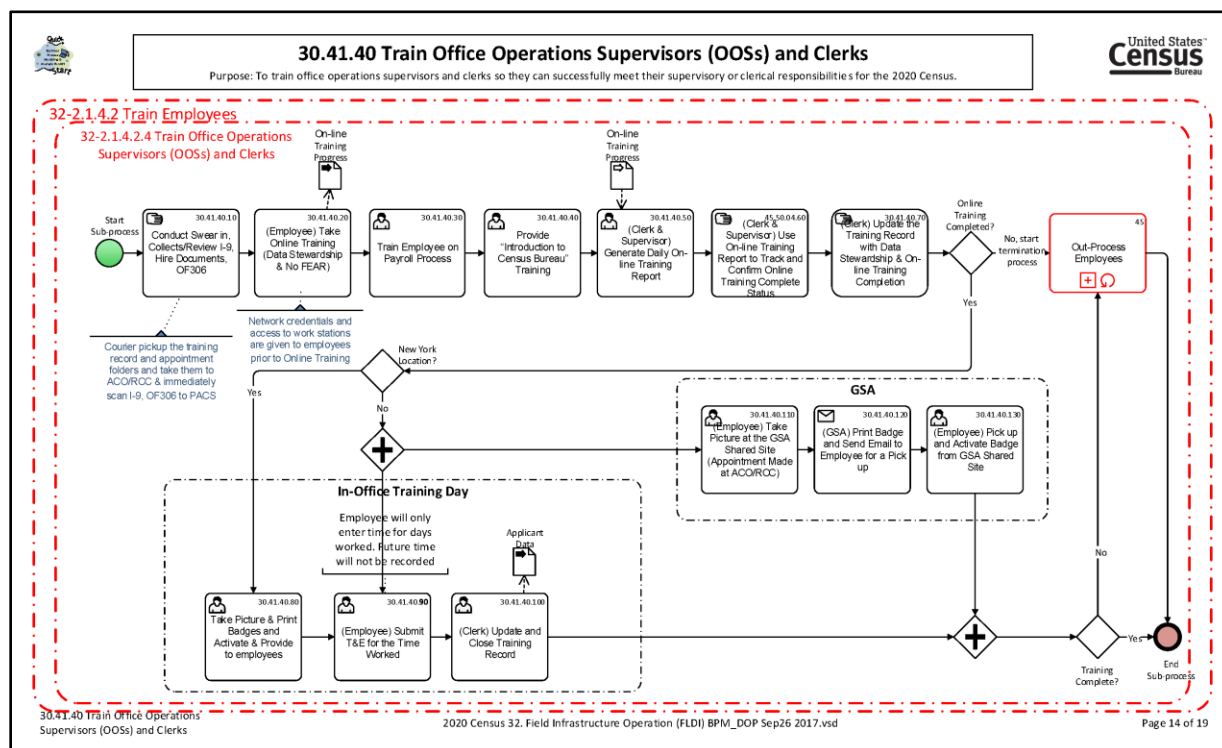


Figure 20: Train Office Operations Supervisors (OOSs) and Clerks

The following activities occur for all employees getting training in support of the 2020 Census:

- Conduct swear-in, collect/review the following forms: I-9, Hire Documents, OF306, Data Stewardship, and No FEAR. A courier will pick up the training record and appointment folders and take them to the ACO/RCC. The I-9 and OF306 forms are immediately scanned and sent to the Personnel Automation Clearance Service.
- Take Introduction to Census training.
- Provide employee a mobile device and login procedure for device, as well as operational training on using the mobile device (RAs and PAs only).

The types of kits provided vary depending on area of support:

- Provide recruiting assistant kits to employees.
- Partnership assistants receive Customer Relationship Management Database Training.
- Field staff receive operational kits to conduct data collection activities.

Clerks and supervisors will generate the Daily Online Training Report and use it to track and confirm employees' Online Training Complete Status, and the clerk will update the training record with Data Stewardship & Online Training Completion.

All employees receive training on the payroll process and are required to submit time and attendance for time worked.

Certain employees will have their photos taken at the GSA shared site. GSA will print the badge and notify the employee for pickup, and then the employees will pick up and activate their badges from the GSA shared site.

3.3.2.2 Provide Administrative Support for Employees [FLDI 32-2.2]

The Provide Administrative Support for Employees operational subactivity is subdivided into the following constituent activities:

- Provide Administrative Support for Employees [FLDI 32-2.2].
 - Pay Employees [FLDI 32-2.2.1].
 - Approve and Process Administrative Actions [FLDI 32-2.2.2].
 - Document Performance & Conduct [FLDI 32-2.2.3].

A detailed view of the constituent activities that make up the “Provide Administrative Support for Employees” operational subactivity is given in Figure 21 below.

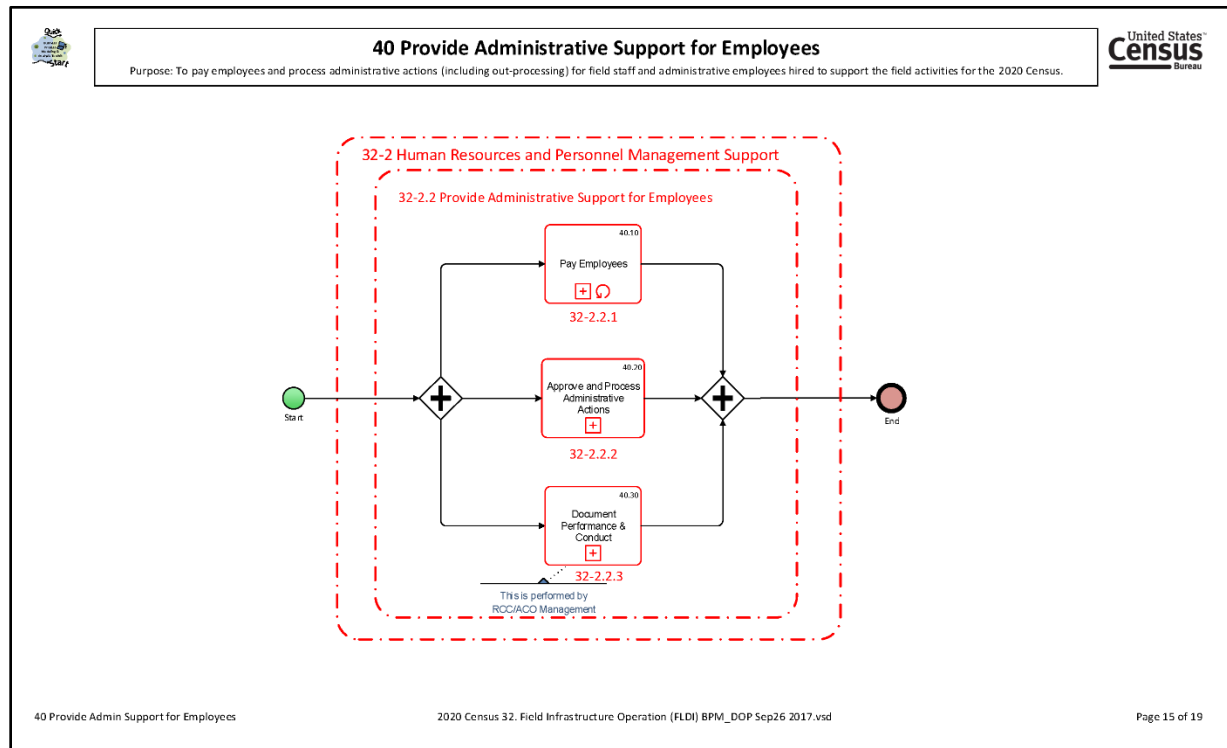


Figure 21: Provide Administrative Support for Employees

The purpose of this process is to pay employees and process administrative actions (including outprocessing) for field staff and administrative employees hired to support the field activities for the 2020 Census.

Subsequent sections describe the Provide Administrative Support for Employees operational subactivities in detail.

Pay Employees [FLDI 32-2.2.1]

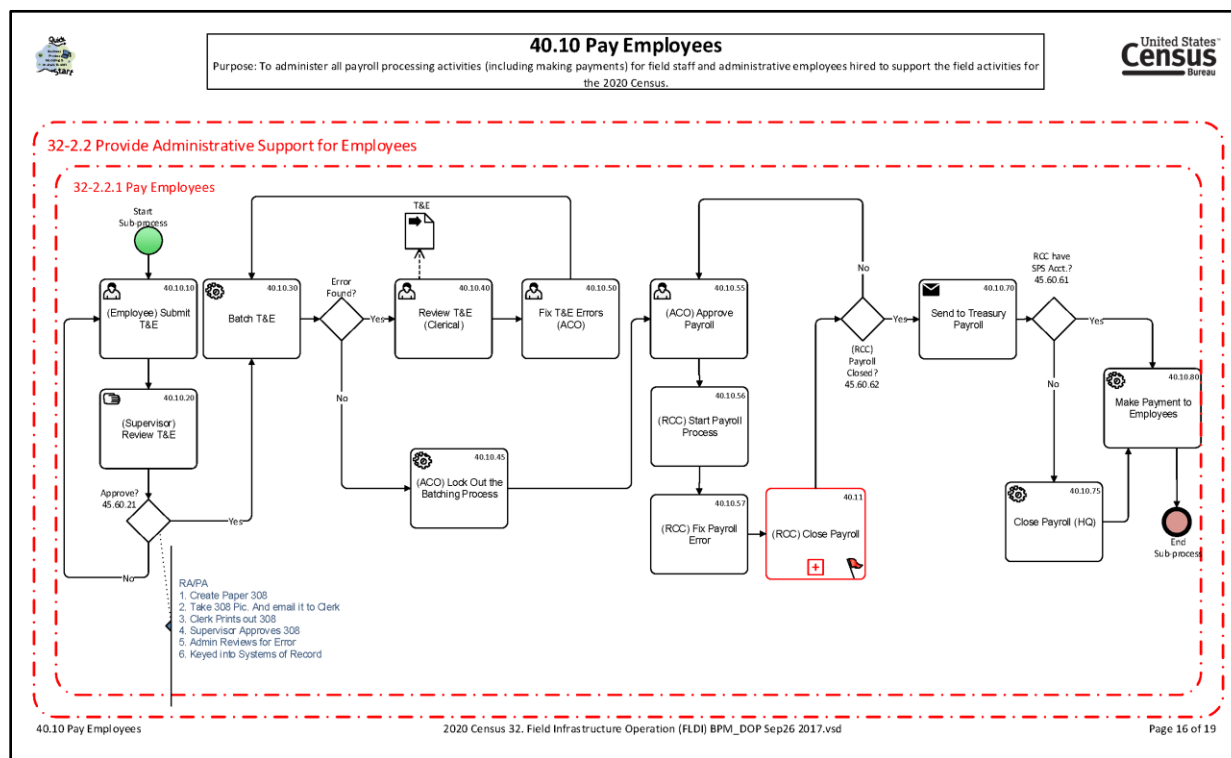


Figure 22: Pay Employees

This describes the general processes for the payroll systems (NFC and DAPPS) used for RCC and ACO employees. Regardless of the system used, payroll actions affect all employees in much the same manner.

Employees paid through the NFC payroll system on a biweekly basis include all RCC staff and full-time ACO employees. The ACO full-time employees include the Area Manager, Area Census Office Manager (ACOM), administrative manager, Census Field Manager (CFM), IT manager, administrative specialists, and recruiters/partnership specialists. Employees accrue annual and sick leave.

Employees hired through DAPPS are the field intermittent employees and are paid on a weekly basis processed through DAPPS. Field intermittent employees include census field supervisors (CFSs), enumerators, recruiting assistants, office operations supervisors (OOSs) and clerks. Field intermittent employees do not accrue annual and sick leave. For guidance on processing payroll forms for intermittent employees, refer to the FLD-581, DAPPS Operating Guide.

The extent of processing NFC payrolls is limited to the Web-based Time and Attendance (WebTA) System program. Therefore, the WebTA is the system the RCC and full-time ACO employees use to enter their payroll data from what is usually captured on the BC-27, Time and Attendance Cost Report. The ACO intermittent employees will use DAPPS to enter their payroll.

The administrative timekeepers at the RCC are responsible for ensuring time and attendance (T&A) data for Schedule A and competitive employees at the RCC are recorded in the WebTA by the payroll processing deadline. Timekeepers will play an important role for the payroll processing even though each employee keys-in their own T&A data in WebTA. Mainly, timekeepers are responsible for:

- Obtaining supporting documentation for leave usage or claims of expenditures (if applicable). For example, military orders, jury duty summons, medical certificates, reimbursements, leave approval emails, etc.
- Obtaining the official effective dates from the supervisor or from the Personnel Action Request (PAR) affecting employees. For example, accessions, resignations, changes in work schedule, etc.
- Ensuring T&As are keyed and validated for each employee assigned, as required, in a timely manner by the payroll processing deadline.
- Discussing T&A documentation issues with the supervisor or the administrative specialist, or contacting the HRD Call Center to resolve confusing situations.
- Assisting supervisors and employees with password problems.
- Adding new employees into the WebTA system, as needed.
- Updating employee profiles in WebTA.
- Establishing and maintaining payroll folders for each employee assigned.

Supervisors are responsible for controlling the time and attendance under their supervision. This includes reviewing T&As for accuracy and completeness, then certifying the T&A records. Supervisors must take great care when certifying T&A records since the supervisor's certification authorizes pay to the employee for time worked/leave taken. At a minimum, supervisors should:

- Familiarize themselves with the coding/structure of the T&A record and ensure their timekeepers/employees have adequate T&A training.
- Provide timekeepers with appropriate information necessary to complete the T&A profile and ensure appropriate supporting documentation is retained in the employee's payroll folder.
- Ensure approval is obtained from the Area Specialist for Workers' Compensation before certifying Continuation of Pay or Occupational Workers Compensation Injury Leave.

- Ensure T&As are certified for each employee under their supervision, as required, in a timely manner to enable payment within the payroll processing cycle.
- Ensure all T&A supporting documentation is maintained/accessible for six years.
- Provide measures to ensure a level of security exists to eliminate the possibility of T&A fraud/abuse.

In rare instances when an employee is unable to use WebTA, an administrative timekeeper will key-in the information in WebTA, with the appropriate supporting documentations, e.g., BC-27s, SF-1164s, Voucher & Schedule of Payment, etc., collected from the employee. If there is no administrative timekeeper in the ACO, then the administrative timekeeper in RCC will key-in the information for the ACO staffs.

The ACOM approves assistant managers' T&As, whereas the area manager approves the ACOM's T&As. Additionally, if WebTA is not available and if the ACOM is not available to approve T&As, the area manager certifies the BC-27s, BC-27As, Field Employees Reimbursement Expenses, etc., too for the other managers and administrative timekeepers. If the T&A is done manually, the timekeeper will provide each employee with a WebTA summary report for their verification. The employees will either make appropriate changes or initial to validate the accuracy of the report and return it to the timekeeper for further processing. The initialed WebTA Summary Reports are stored in a secured location, as they contain personally identifiable information (PII) and data protected under the Privacy Act. If applicable to the WebTA summary report, the BC-27, etc. are attached prior to filing.

Timekeepers inform the supervisor that the T&As have been verified or validated and that the payroll is ready for certification. Supervisors must ensure that the hours and reimbursements reported on the T&A summary report are true and correct before certification. If a change is required, the supervisor notifies the timekeeper to make the change or to inform the employee to make the change. Generally, supervisors cannot make any corrections to the data entered by employees or timekeepers in WebTA.

If the record is certified and an error identified, a correction to the T&A record can be made in the same pay period as long as the original T&A has been swept (transmitted) to NFC, or may be made in any succeeding pay periods, provided it is within the last 26 pay periods. Only the timekeeper can make corrections to the WebTA T&A. If the correction is not made within the allowed 26 pay periods, the correction must be done as a "Local" correction by the timekeeper and submitted to HRD for manual payment.

Regional directors or designees are ultimately responsible for the security, accuracy, and timeliness of the activities described above.

The NFC processing schedule requires that employees enter their own hours worked and leave taken in WebTA on Thursday of the second week of the current pay period. The following day, which is Friday, the employee may make additional changes or entries in WebTA and validate it for confirmation on the accuracy of the information. The timekeeper notifies supervisors on the availability of validated T&As for certification. Supervisors review the T&As and certify staffs' timesheets no later than 9 pm Eastern Time on Monday of the first week of the next pay period.

In rare instances where the employee is unable to use WebTA, timekeepers should begin collecting BC-27s, BC-27As, etc., from the employees and enter the T&As information in WebTA on Thursday of the 2nd week of the current pay period. Once the information is keyed-in, the timekeepers must print the T&A Summary Report and hand it to the employees for validation. Employees review their individual T&As summary report and initial the summary for accuracy. Employees also make the appropriate changes to the T&A summary report, if necessary, and return the report to the timekeeper for further action.

Timekeeper must reprint T&A summary report for the employee to initial. Once the T&A summary report is validated and initialed and appropriate changes are made in WebTA, the timekeepers inform the supervisor that the T&As are ready for certification. Supervisors must certify office staffs' timesheets no later than 9pm Eastern Time on Monday of the first week of the next pay period. See Figure 5-11 for further guidance on the payroll processing schedule.

The system automatically performs daily sweeps on Monday, Tuesday, and Wednesday of the first week to send the data for processing.

For DAPPS processing responsibilities, the ACOM or administrative manager will verify all payrolls received for the week and adhere to payroll closeout procedures. The ACOM or administrative manager will also notify the RCC when the ACO is finished processing payroll for the week.

The RCC administrative staffs have the responsibility of ensuring all payroll processing is accurate and completed in a timely manner.

Once timesheets are closed out for the pay period and the payroll supervisor has indicated approval by initialing the ACO Hours and Expenses Summary page in DAPPS, the RCC can begin processing payroll. RCC staff can confirm each ACO's completion of data capture activities by reviewing the Control of Hours and Expenses Report. This report will indicate the total number of hours and expenses captured by each ACO as well as the supervisor's initials and the date the supervisor initialed the summary panel. Subsequent activities include:

- Creating Pay sheets.
- Calculating Retroactive Payments.

- Loading Hours and Expense Data.
- Making Adjustments to Pay.
- Reconciling the Net Result.
- Payroll Confirmation.
- Preparing Net Data for Treasury.

Approve and Process Administrative Actions [FLDI 32-2.2.2]

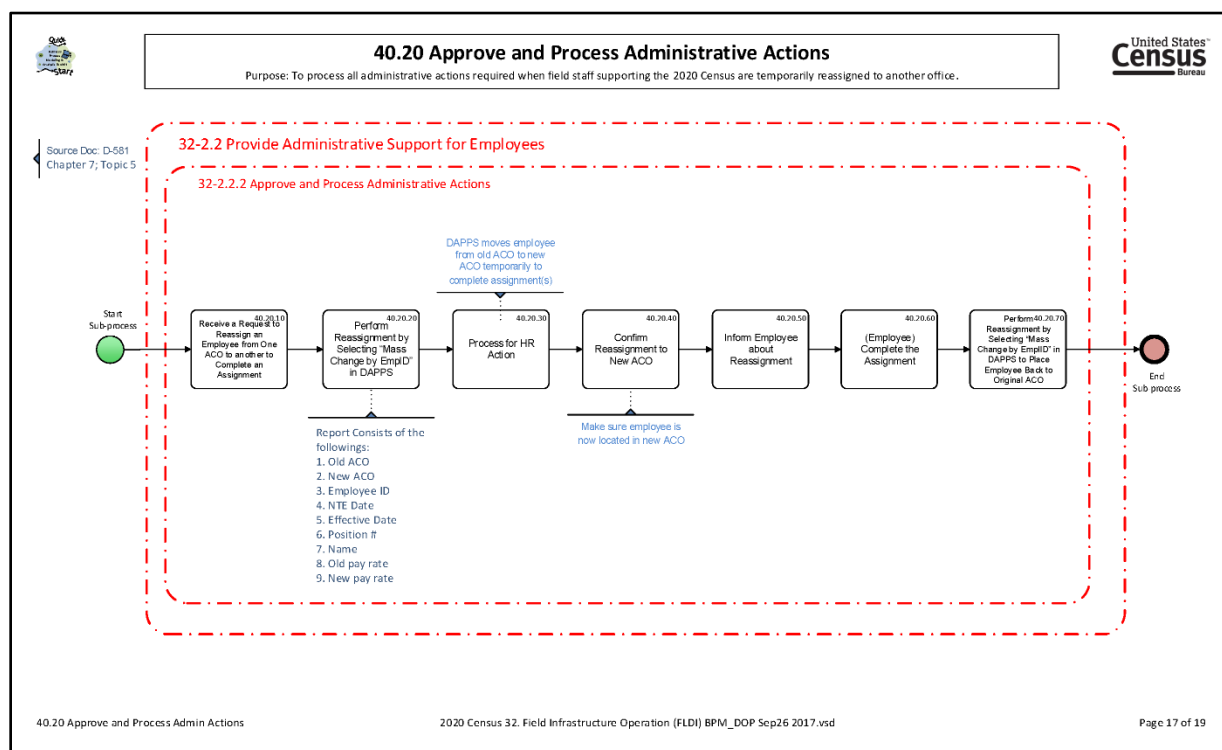


Figure 23: Approve and Process Administrative Actions

The purpose of Approve and Process Administrative Actions is to process all administrative actions required when field staff supporting the 2020 Census are temporarily reassigned to another office. During the conduct of the 2020 Census, a field employee may be called upon to provide support to another ACO in achieving its objectives. This process provides all the activities associated with effecting the temporary transition from one ACO to another ACO.

Conversion and reassignment actions involve current employees and mainly involve changing specific employee data. Each action begins with an approved D-291, DAPPS Update Form.

With the exception of the ACO administrative assistant and managerial staff, ACO field and office staff are appointed to intermittent positions at the Census Bureau. These temporary positions are for a duration of six to eight weeks. At the end of their appointment, employees are either separated from federal service or extended for an additional period, depending on the operation.

When processing hire actions and other personnel actions, DAPPS will automatically process the not-to-exceed (NTE) date for eight weeks from the effective date of the hire action. For example, if a hire action is effective January 6, 2020, the NTE date will be February 28, 2020.

Census employees who have either resigned or been terminated for either lack of work or expiration of their appointment with an effective date of less than one year remain available in DAPPS for rehire.

When DAPPS receives a request to reassign an employee from one ACO to another to complete an assignment, the reassignment is performed by selecting “Mass Change by EmplID” in DAPPS. The resulting report consists of the following:

- Old ACO.
- New ACO.
- Employee ID.
- NTE Date.
- Effective Date.
- Position #.
- Name.
- Old pay rate.
- New pay rate.

The next step is to process for HR Action, where DAPPS moves the employee from the old ACO to the new ACO temporarily to complete assignment(s). The new ACO in turn confirms that the employee has been reassigned, and then the employee is notified of the reassignment. Once the employee completes reassignment, perform the reassignment by Selecting “Mass Change by EmplID” in DAPPS to place employee back in original ACO.

Document Performance & Conduct [FLDI 32-2.2.3]

A detailed view of the constituent activities that make up the “Document Performance & Conduct” operational subactivity is given in Figure 24 below.

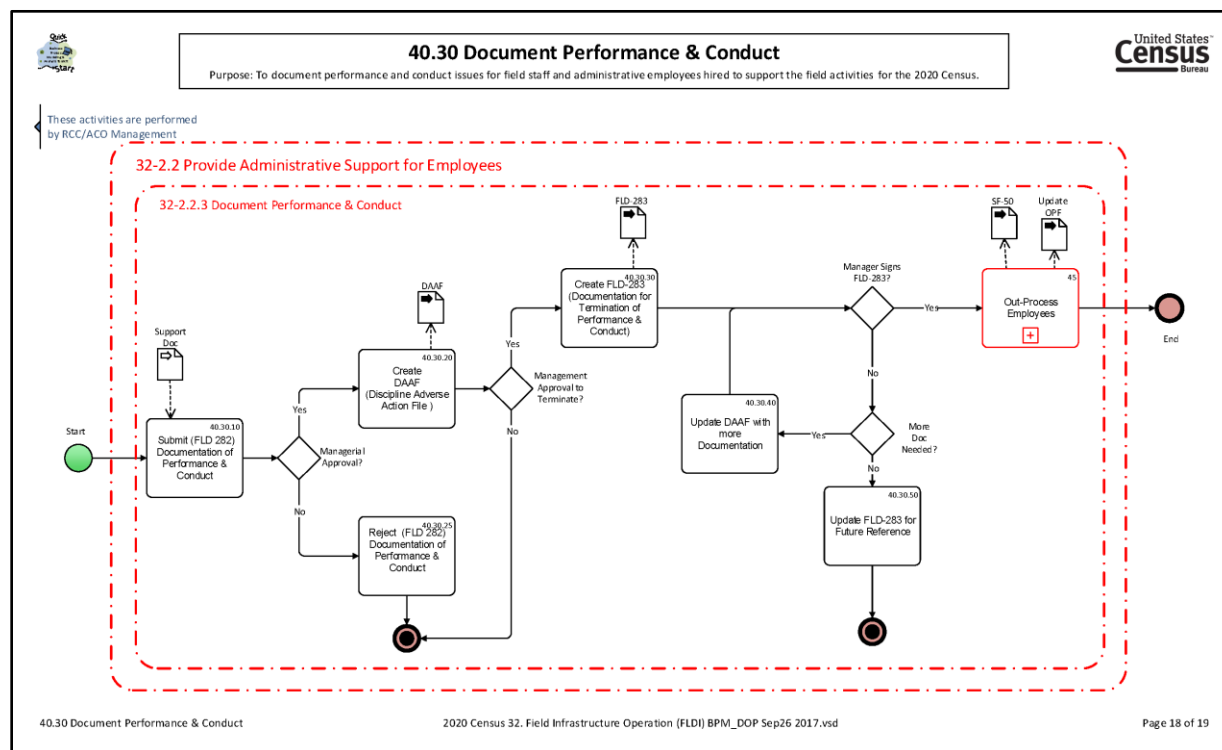


Figure 24: Document Performance & Conduct

The Document Performance and Conduct subprocess provides the means to document for the record an employee's performance issues such as quality, quantity, timeliness of work or work product (unsatisfactory performance includes poor quality of work and low productivity), and conduct. Conduct issues cover a range of employee work behavior and include recurring tardiness, data falsification, compromising confidentiality, refusing an assignment, or violation of an agency rule or policy.

Form FLD-282 is the mandatory form used to document performance and/or conduct problems by ACO employees. The form is completed by the first-level supervisor, which includes the CFS, OOS, CFM, administrative manager, recruiting manager, IT manager, or the ACOM. Supporting documentation is also included.

Upon managerial approval, the Disciplinary Adverse Action File (DAAF) is generated. The DAAF is an individual file for each employee involved in a performance or conduct based action, and is used to store counseling session records (FLD-282) with the employee. The DAAF will be created once an FLD-282 is completed for the employee, and it will be included in the employee's folder. Although electronic forms will be used as appropriate, all hardcopy DAAFs are kept in the ACOM's office in a locked file cabinet. The materials must have a date and signature/name identifying the employee and the signature of the supervisor initiating the

request. DAAFs are labeled and forwarded to the RCC when the ACO closes. If an employee files an EEO complaint, the RCC must maintain the DAAFs for seven years after the case is closed. If the case is appealed, the RCC must maintain the DAAF for seven years following the date of the final decision.

When a supervisor terminates an ACO employee based on performance or conduct issues, the supervisor must complete FLD-283, Documentation of Termination for Conduct and/or Performance Problems. The form is completed by either the OOS, CFS, or the ACO manager to end an employee's appointment. A termination action is not approved and should not be communicated to an employee until the supervisor has received approval from a higher level supervisor. Once the manager signs the FLD-283, the employee is outprocessed.

3.3.2.3 Outprocess Employees [FLDI 32-2.3]

A detailed view of the constituent activities that make up the "Outprocess Employees" operational subactivity is given in Figure 25 below.

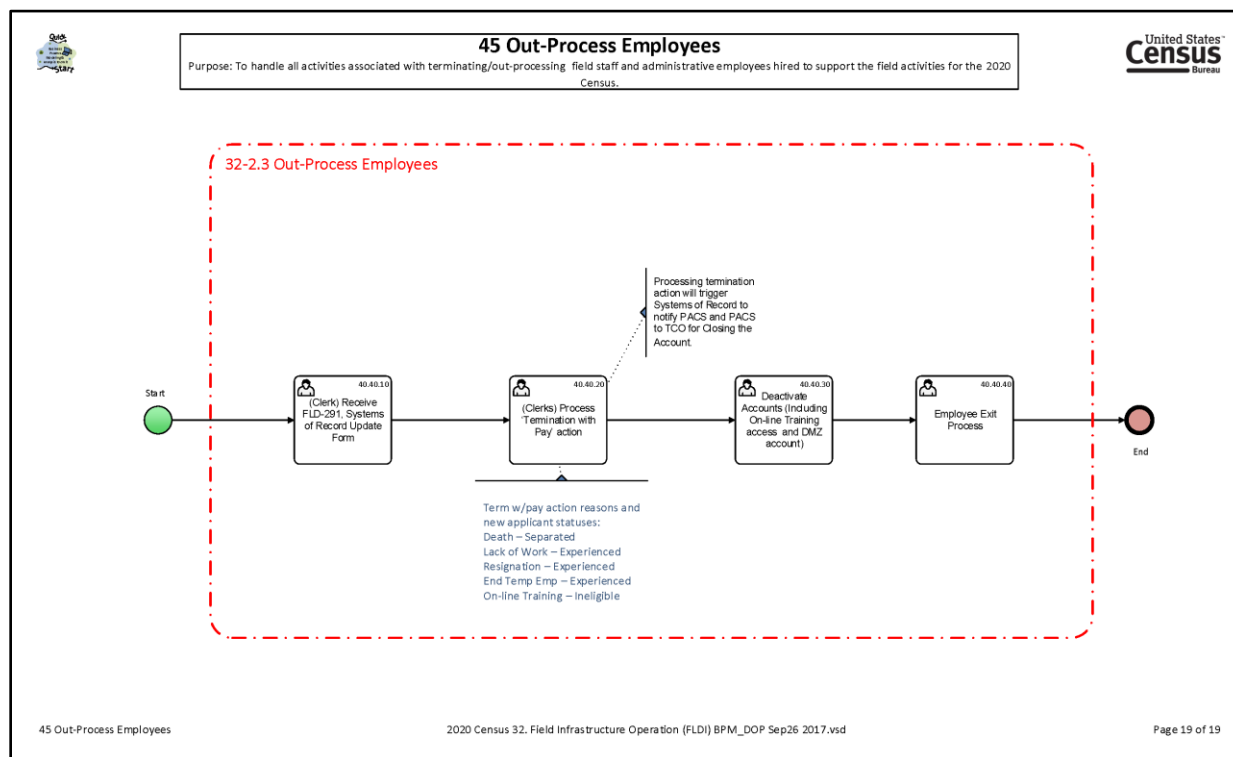


Figure 25: Outprocess Employees

With the exception of the ACO administrative assistant and managerial staff, ACO field and office staff are appointed to intermittent positions at the Census Bureau. These temporary

positions are for a duration of six to eight weeks. At the end of their appointment, employees are either separated from federal service or extended for an additional period, depending on the operation. The Outprocess Employees subactivity handles these occurrences with the processing of FLD-291, the DAPPS Update Form, used as an official request to process personnel action and to document changes to or update employee data. The Clerk receives the FLD-291 and processes the employee's termination with the appropriate pay action reasons and new applicant statuses:

- Death – Separated.
- Lack of Work – Experienced.
- Resignation – Experienced.
- End Temporary Employment – Experienced.
- Online Training – Ineligible.

The processing of the termination record triggers a notification to the Personnel Automation Clearance Services, which in turn notifies TCO to deactivate the employee's Online Training and DMZ account.

Census employees who have either resigned or been terminated for either lack of work or expiration of their appointment with an effective date of less than one year remain available in DAPPS for rehire.

3.3.3 Field Office Operation [FLDI 32-3]

As shown in Figure 6, the Field Office Operation [FLDI 32-2] is the third Level 1 activity area (area within the shaded gray rounded rectangle) for FLDI.

The Field Office Operation activity area consists of following operational subactivity.

- Maintain Offices [FLDI 32-3.1].

The Maintain Offices subprocess comprises a wide variety of functions associated with office processing and administrative operations in support of field operations and recruiting:

- Maintain office facilities through an effective relationship with lessors or office building managers.
- Approve supply and material equipment requisitions, as needed, to ensure continuity of office operations.
- Assist in setting up and closing the ACO, assuring minimal waste of excess supplies and equipment.

- Lead all Office Computing Environment (OCE), Mobile Computing Environment (MCE), and automation support efforts, and evaluate, analyze, and coordinate resources to efficiently support all ACO activities with available equipment.
- Provide technical guidance and support to the managers at the ACO and train the ACO office employees on software, hardware, and automation operations.
- Administer user accounts for the various programs utilized by the ACO staff.
- Manage property through both paper and automated procedures.
- Report and document lost, missing, and stolen equipment and coordinate warranty repairs.
- Troubleshoot by identifying problems with hardware or software and solving the problems when possible.
- Perform routine clerical tasks required in the collection, control, review, processing, and reporting of personnel and payroll data and the administrative tasks supporting these functions.
- Assist in personnel operations of the office by processing personnel actions affecting appointments and separations of intermittent field and office employees.
- Maintain personnel files and records, position description files, manuals, and instruction books.
- Process accident forms, travel vouchers, and time and attendance records.
- Notify the Health and Safety Branch (HSB) immediately upon first knowledge of a work-related fatality or overnight hospitalization.
- Prepare unemployment claim forms for separated employees. Perform incidental typing of transmittals, letters, office records, and forms.
- Locate places where applicants can go to access computers and internet services to allow them to apply online, assuring that the location meets specific criteria.
- Organize and maintain office files and supplies.
- Receive, control, and record incoming and outgoing shipments of supplies, kits, certified packages or mail, and miscellaneous equipment.
- Organize and maintain the ACO stockroom. Responsible for inventorying and reordering sufficient supplies for office use.
- Set up and assist others with the rearrangement and moving of furniture and equipment within the ACO.
- Work with HSB, ensuring that decennial census operations and facilities fully comply with the Occupational Safety and Health Act (OSHA) and Office of Workers' Compensation Program (OWCP) regulations, and other policies concerning health and safety.

3.4 FLDI Design Assumptions

- Census Bureau receives OMB approval for applicant race and Hispanic self-identification.
- Automated application processes are available.
- An online questionnaire is available to assess applicants.
- Employment waivers are available to fulfill critical skills positions for the 2020 Census.
- Internal hiring policies promote flexibility in staff movement between DAPPS categories.
- Online application processes are integrated with DAPPS.

4. Decennial Logistics Management Operation [33. DLM]

4.1 Introduction

The Decennial Logistics Management operation (DLM) coordinates space acquisition and lease management activities for the RCCs, PRAO, and ACOs. Additionally, DLM provides logistics management support such as inventory management, kit assembly, warehousing, deploying materials, and overall logistics support for 2020 Census operations.

4.2 Operational Context

The DLM operational activities described above (Section 2.3.2) are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census Program.

Figure 26 is a top-level context diagram for DLM represented as an Integrated Definition, Level 0 (IDEF0) model. (See Section 3.2 for a description of IDEF0 diagrams.)

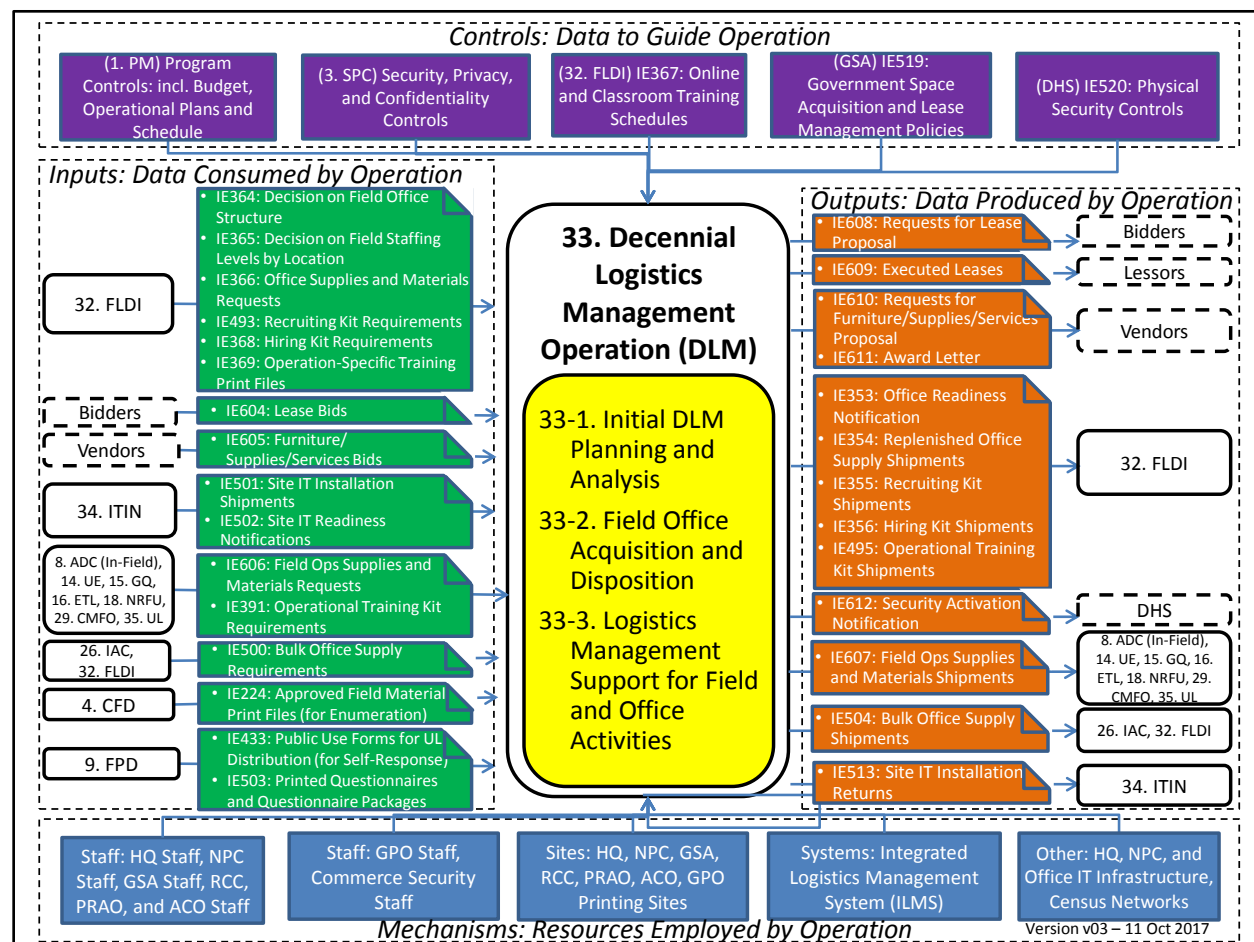


Figure 26: Decennial Logistics Management Operation (DLM) Context Diagram

For DLM, initial inputs include decisions on office structure and staffing requirements from the FLDI operation. Bidders provide space lease proposals and pricing. Supplies and materials vendors provide bids for items such as field office furnishings and bulk supplies. Operations requiring kits provide DLM with kit specifications and/or materials. Print files reviewed and approved by the operations are additional inputs into DLM.

Outputs of DLM include executed office space leases, award letters to furniture/supplies/services vendors, bulk office supplies, office furnishings and non-IT equipment, recruiting, hiring, and operational training kits.

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by DLM, see the sections that follow.

4.2.1 DLM Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 7 lists the inputs to DLM.

Table 7: DLM Operational Inputs

Provider	Information Exchange	Description
32. Field Infrastructure Operation (FLDI)	IE364: Decision on Field Office Structure	Staffing levels and organizational structure for each field office type: regional census center (RCC), Puerto Rico Area Office (PRAO), area census office (ACO) and their reporting hierarchy.
	IE365: Decision on Field Staffing Levels by Location	Number of field and office staff (by role and by geographic location by job title) that need to be hired by FLDI for the 2020 Census. Used as input for recruiting goals to staff offices.
	IE366: Office Supplies and Materials Requests	Requests for additional office supplies and materials needed to run the offices.
	IE493: Recruiting Kit Requirements	Requirements for the contents of the kits used to train the RAs.
	IE368: Hiring Kit Requirements	Requirements for the contents of the kits used to train the hiring specialists.

Provider	Information Exchange	Description
	IE369: Operation-Specific Training Print Files	Print files for any training content that needs to be printed by DLM and included in the operational training kits. FLDI develops the training content in coordination with the individual field data collection operations.
Bidders	IE604: Lease Bids	Bids from potential lessors who are interested in leasing space to the Census Bureau to support 2020 Census field operations.
Vendors	IE605: Furniture/Supplies/Services Bids	Bids from vendors who are interested in providing furniture, supplies, and non-IT equipment (e.g., shredders) for field offices in support of the 2020 Census.
34. IT Infrastructure Operation (ITIN)	IE501: Site IT Installation Shipments IE502: Site IT Readiness Notifications	Shipments of site IT installation assets to RCCs, PRAO, and ACOs for subsequent installation and activation. Notifications of site IT asset readiness at RCCs, PRAO, and ACOs during and after installation and activation.

Provider	Information Exchange	Description
8. Address Canvassing Operation (ADC (In-Field)), 14. Update Enumerate Operation (UE), 15. Group Quarters Operation (GQ), 16. Enumeration at Transitory Locations Operation (ETL), 18. Nonresponse Followup Operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave Operation (UL)	IE606: Field Ops Supplies and Materials Requests	Supplies and materials required to support the field operation once the initial supplies provided in the operational training kit have been depleted.
	IE391: Operational Training Kit Requirements	List of the contents that should be included in the kits provided to the field data collection staff in support of field operations.
26. Island Areas Censuses Operation (IAC), 32. Field Infrastructure Operation (FLDI)	IE500: Bulk Office Supply Requirements	Requirements for bulk office supplies needed to run the field offices.

Provider	Information Exchange	Description
4. Content and Forms Design Operation (CFD)	IE224: Approved Field Materials Print Files (for Enumeration)	Print files (that have been reviewed and approved by the appropriate field data collection operations) that will be used to support enumeration activities.
9. Forms Printing and Distribution Operation (FPD)	IE433: Public Use Forms for UL Distribution (for Self-Response)	Paper questionnaires that are left by the UL operation at identified housing units to allow occupants to self-respond.
9. Forms Printing and Distribution Operation (FPD)	IE503: Printed Questionnaires and Questionnaire Packages	Printed materials needed in support of other field data collection operational activities, e.g. questionnaires and associated materials that are left by the enumerator.

4.2.2 DLM Operational Controls

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 8 lists the controls for DLM.

Table 8: DLM Operational Controls

Provider	Information Exchange	Description
1. Program Management Operation (PM)	Program Controls	Program Control information including: <ul style="list-style-type: none"> • Budget • Operational plans and schedule

Provider	Information Exchange	Description
3. Security, Privacy, and Confidentiality Operation (SPC)	Security, Privacy, and Confidentiality Controls	Ensure that all operations and systems used in the 2020 Census adhere to laws, policies, and regulations that ensure appropriate systems and data security, and protect respondent and employee privacy and confidentiality.
32. Field Infrastructure Operation (FLDI)	IE367: Online and Classroom Training Schedules	Schedules for operation-specific online and classroom training classes. DLM uses this information to ensure kits are shipped in time to support the training.
General Services Administration (GSA)	IE519: Government Space Acquisition and Lease Management Policies	GSA Acquisition Manual Part 570 policies for Acquiring Leasehold Interests in Real Property: 570.103 Authority to Lease, 570.111 Inspection and Acceptance, 570.202 Acquisition Policy, 570.203-1 Market Survey policies as examples.
Department of Homeland Security (DHS)	IE520: Physical Security Controls	Physical security controls implemented by federal facility owners or tenants such as Intrusion Detection Systems (IDS), alarms, and security countermeasures in compliance with DHS security policies and applicable sections of the Code of Federal Regulations (CFR), Federal Management Regulations (FMR), and United States Code (U.S.C.),

4.2.3 DLM Operational Outputs

Outputs are the data produced by the operation. The outputs constitute the results of operational work that has been performed. Outputs produced may be used as inputs or controls to other operations.

Table 9 lists the outputs from DLM.

Table 9: DLM Operational Outputs

Consumer	Information Exchange	Description
Bidders	IE608: Requests for Lease Proposal	Requests to bidders for a proposal for leasing field office space for the 2020 Census.
Lessors	IE609: Executed Leases	Executed leases for field office space for the 2020 Census.
Vendors	IE610: Requests for Furniture/Supplies/Services Proposal	Requests for bids from vendors interested in providing furniture, supplies, and services for field offices in support of the 2020 Census.
	IE611: Award Letter	Letters that confirm award of the contract to vendors who have been selected to provide furniture, supplies, and services.
32. Field Infrastructure Operation (FLDI)	IE353: Office Readiness Notification	Notification that the office is ready for occupation.
	IE354: Replenished Office Supply Shipments	Replenishment shipments of basic supplies needed to run the office.
	IE355: Recruiting Kit Shipments	Shipments of recruiting kits, which are delivered to recruiting assistants (RAs) during training.

Consumer	Information Exchange	Description
	IE356: Hiring Kit Shipments	Shipments of hiring kits, which are delivered to hiring staff during training.
	IE495: Operational Training Kit Shipments	Shipments of operational training kits, which are delivered to the field operational staff (i.e., staff supporting the field data collection operations) during training.
Department of Homeland Security (DHS)	IE612: Security Activation Notification	Formal notification from DHS that the IDS installed in a field office has been activated.
8. Address Canvassing Operation (ADC (In-Field)), 14. Update Enumerate Operation (UE), 15. Group Quarters Operation (GQ), 16. Enumeration at Transitory Locations Operation (ETL), 18. Nonresponse Followup Operation (NRFU), 29. Coverage Measurement Field Operations (CMFO), 35. Update Leave Operation (UL)	IE607: Field Ops Supplies and Materials Shipments	Shipment of additional supplies and materials required to support the field operation. Provided in response to requests made by the field operations to DLM.

Consumer	Information Exchange	Description
26. Island Areas Censuses Operation (IAC), 32. Field Infrastructure Operation (FLDI)	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
34. IT Infrastructure Operation (ITIN)	IE513: Site IT Installation Returns	Returns of site IT installation assets after they are no longer need for 2020 Census operations.

4.2.4 DLM Operational Mechanisms

Mechanisms are the resources (people, places, and things) that are used to perform the operational processes. They include Staff Resources, Infrastructure Sites, and Systems, and other Technology Infrastructure.

Staff Resources

Table 10 identifies the Staff Resources employed for DLM.

Table 10: Staff Resources used within DLM Operational Activities

Staff Resources	Description/Role
HQ Staff	HQ staff who manage DLM and coordinate activities with NPC, GSA, RCC, PRAO, ACO, GPO, and Commerce Security staff.
NPC Staff	NPC staff who perform kit assembly and deployment activities for the field data collection operations.
GSA Staff	GSA staff who support space acquisition plan, program schedule, and coordination.
RCC Staff	RCC staff who manage DLM close-out activities within their designated census region.
PRAO Staff	PRAO staff who manage DLM close-out activities within their designated census region.
ACO Staff	ACO staff who either manage or perform DLM close-out activities at the ACO.
GPO Staff	Staff at the Government Publishing Office (GPO) who support printing of materials.
Commerce Security Staff	Staff at the Department of Commerce (DOC) who oversee physical security of RCCs, PRAO, and ACOs.

Infrastructure Sites

Table 11 identifies the Infrastructure Sites employed for DLM.

Table 11: Infrastructure Sites for DLM Operational Activities

Infrastructure Site	Description/Role
HQ	HQ Site for office work conducted in support of DLM. This permanent site in Suitland, MD, manages the operation throughout the country.
NPC	NPC is located in Jeffersonville, Indiana, and performs logistics support for the field data collection operations.
GSA	Location of GSA staff who provide support for space acquisition for the 2020 Census field offices.
RCC	Location of RCC staff who manage DLM close-out activities within their designated census region.
PRAO	Location of PRAO staff who manage DLM close-out activities within Puerto Rico.
ACO	Location of ACO staff who manage or perform DLM close-out activities.
GPO Printing Sites	GPO sites that print materials for DLM.

Systems and other Technology Infrastructure

Table 12 identifies the Systems employed for DLM.

Table 12: Systems used within DLM Operational Activities

System	Description
Integrated Logistics Management System (ILMS)	Web-based logistics/supply management system powered by SyteLine, a Commercial off the Shelf (COTS) software developed by Infor (www.infor.com)

Other technology infrastructure employed for DLM includes office IT infrastructure at RCCs, PRAO, ACOs, and NPC for conducting DLM operational work. This infrastructure is provided by ITIN.

4.3 Detailed Process Description

As shown in Figure 27 below, FLDI and DLM comprise six Level 1 activities. Of the six Level 1 activities, DLM is responsible for performing the following three Activity Areas:

- Initial DLM Planning and Analysis [33-1].
- Field Office Acquisition and Disposition [33-2].
- Logistics Management Support for Field and Office Activities [33-3].

Figure 27 shows the BPM for DLM's three Level 1 activity areas (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of FLDI and DLM.

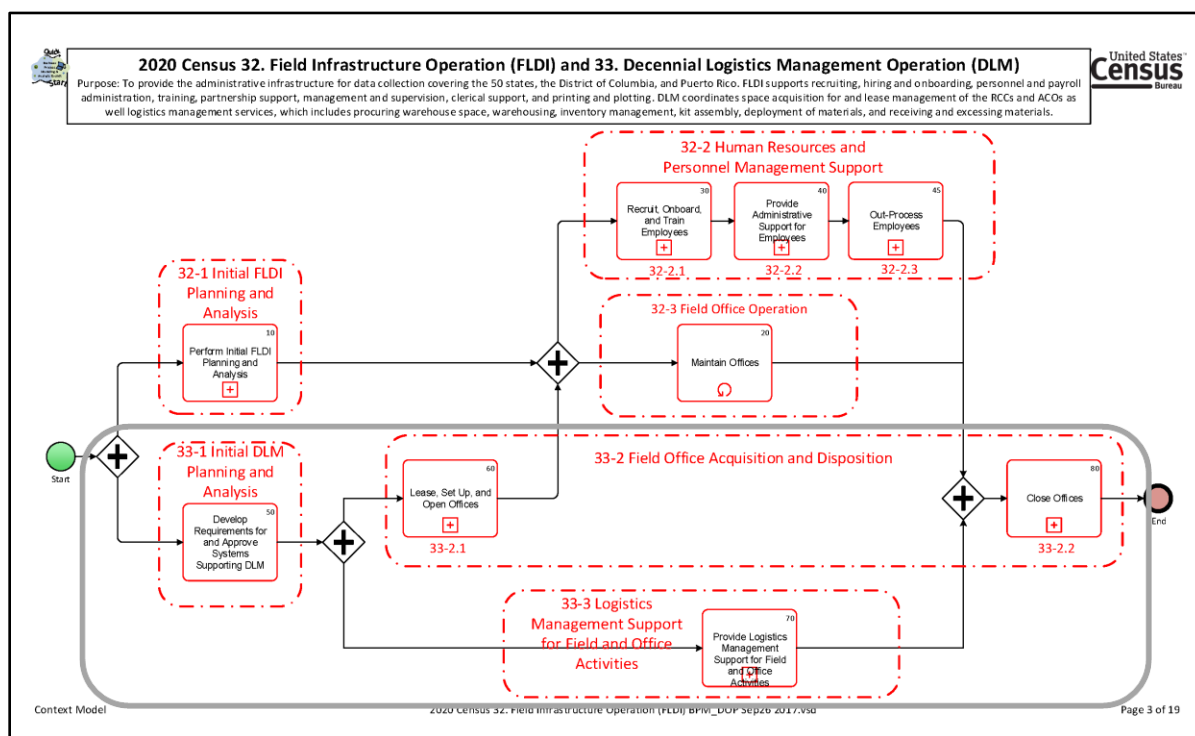


Figure 27: DLM Context Model

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

4.3.1 Initial DLM Planning and Analysis [33-1]

As shown in Figure 27, the Initial DLM Planning and Analysis [DLM 33-1] is the first Level 1 activity area (area within the shaded gray rounded rectangle) for DLM.

The Initial DLM Planning and Analysis activity area consists of the following operational subactivity:

- Initial DLM Planning and Analysis [33-1].
 - Develop Requirements for and Approve Systems Supporting DLM [33-1.1].

DLM has been performing extensive planning and analysis for the upcoming 2020 Census operations. The DLM Integrated Project Team (IPT) and stakeholders have developed a detailed set of 2020 Census operational requirements for DLM.

As shown in Figure 27, the Field Office Acquisition and Disposition [DLM 33-2] is the second Level 1 activity area (area within the shaded gray rounded rectangle) for DLM.

The Field Office Acquisition and Disposition activity area is subdivided into the following operational subactivities:

- Field Office Acquisition and Disposition [DLM 33-2].
 - Lease, Set Up, and Open Offices [DLM 33-2.1].
 - Close Offices [DLM 33-2.2].

Subsequent sections describe the Field Office Acquisition and Disposition operational subactivities in detail.

4.3.1.1 Lease, Set Up, and Open Offices [DLM 33-2.1]

The Lease, Set Up, and Open Offices operational subactivity is subdivided into the following constituent activities:

- Lease, Set Up, and Open Offices [DLM 33-2.1].
 - Identify/Develop and Complete Space Requirements [DLM 33-2.1.1].
 - Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2].
 - Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3].

A detailed view of the constituent activities that make up the “Lease, Set Up, and Open Offices” operational subactivity is given in Figure 28 below.

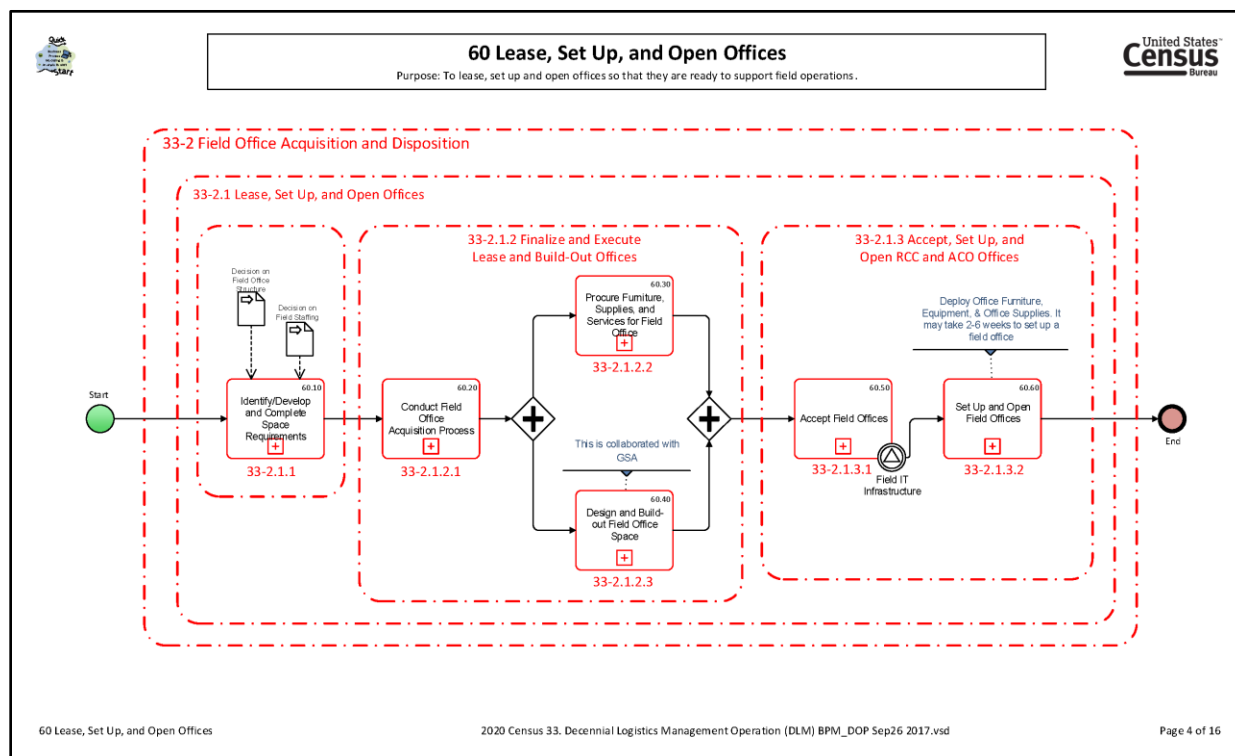


Figure 28: Lease, Set Up, and Open Offices

Subsequent sections describe the Lease, Set Up, and Open Offices operational subactivities in detail.

Identify/Develop and Complete Space Requirements [DLM 33-2.1.1]

A detailed view of the constituent activities that make up the “Identify/Develop and Complete Space Requirements” operational subactivity is given in Figure 29 below.

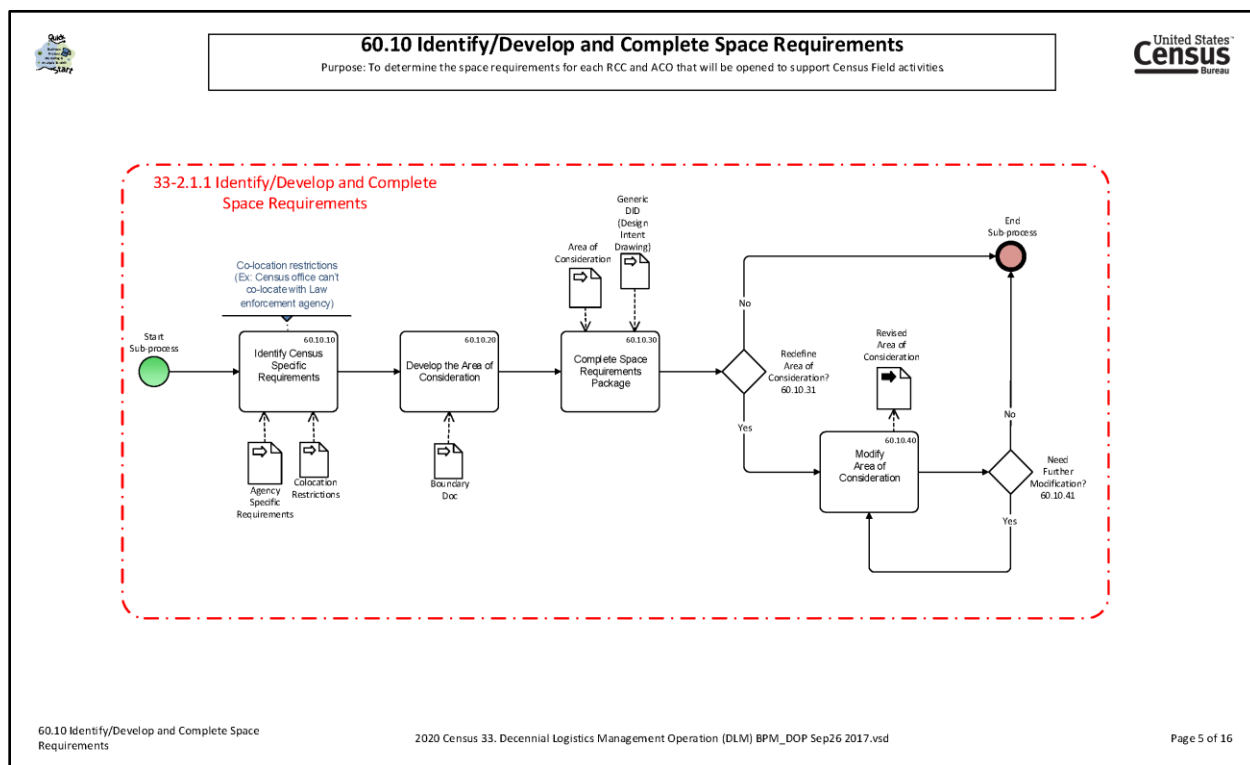


Figure 29: Identify/Develop and Complete Space Requirements

The DLM IPT and FLDI IPT teams working closely together create a detailed set of space requirements for the 2020 Census. A key consideration in the development of space requirements is to ensure that potential office spaces meet all co-location requirements. For example, Census Bureau offices are not to be co-located with law enforcement offices. The requirements also include estimates of space needed for RCCs, the PRAO, and ACOs, as well as the optimum locations and configurability for these offices. DLM also evaluates potential locations in relation to major population centers, the number and availability of suitable spaces, and local area real estate rental rates. For example, DLM and GSA evaluate whether potential office space in an area can be efficiently built-out to accommodate Census Bureau's operational requirements.

DLM creates a space requirements package that includes the area of consideration and a generic design intent drawing. Upon further evaluation of factors such as local area space availability, preferred locations, and price points, DLM may revise the area of consideration in order to best meet operational needs.

Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2]

The Finalize and Execute Lease and Build-Out Offices operational subactivity is subdivided into the following constituent activities:

- Finalize and Execute Lease and Build-Out Offices [DLM 33-2.1.2].
 - Conduct Field Office Acquisition Process [DLM 33-2.1.2.1].
 - Procure Furniture, Supplies, and Services for Field Office [DLM 33-2.1.2.2].
 - Design and Build-Out Field Office Space [DLM 33-2.1.2.3].

A detailed view of the constituent activities that make up the “Finalize and Execute Lease and Build-Out Offices” operational subactivity is given in Figure 30 below.

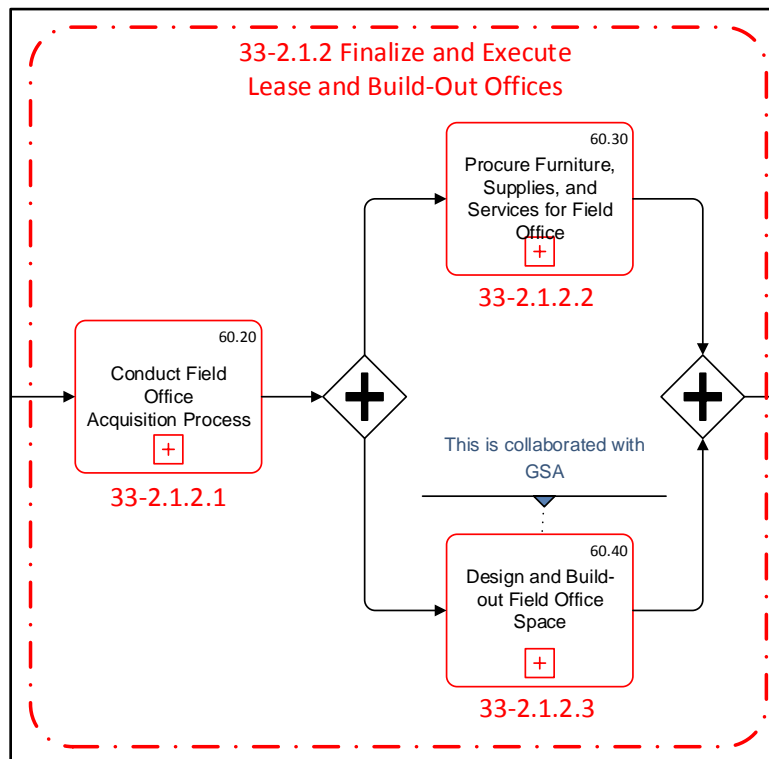


Figure 30: Finalize and Execute Lease and Build-Out Offices

Subsequent sections describe the Finalize and Execute Lease and Build-Out Offices operational subactivities in detail.

Conduct Field Office Acquisition Process [DLM 33-2.1.2.1]

A detailed view of the constituent activities that make up the “Conduct Field Office Acquisition Process” operational subactivity is given in Figure 31 below.

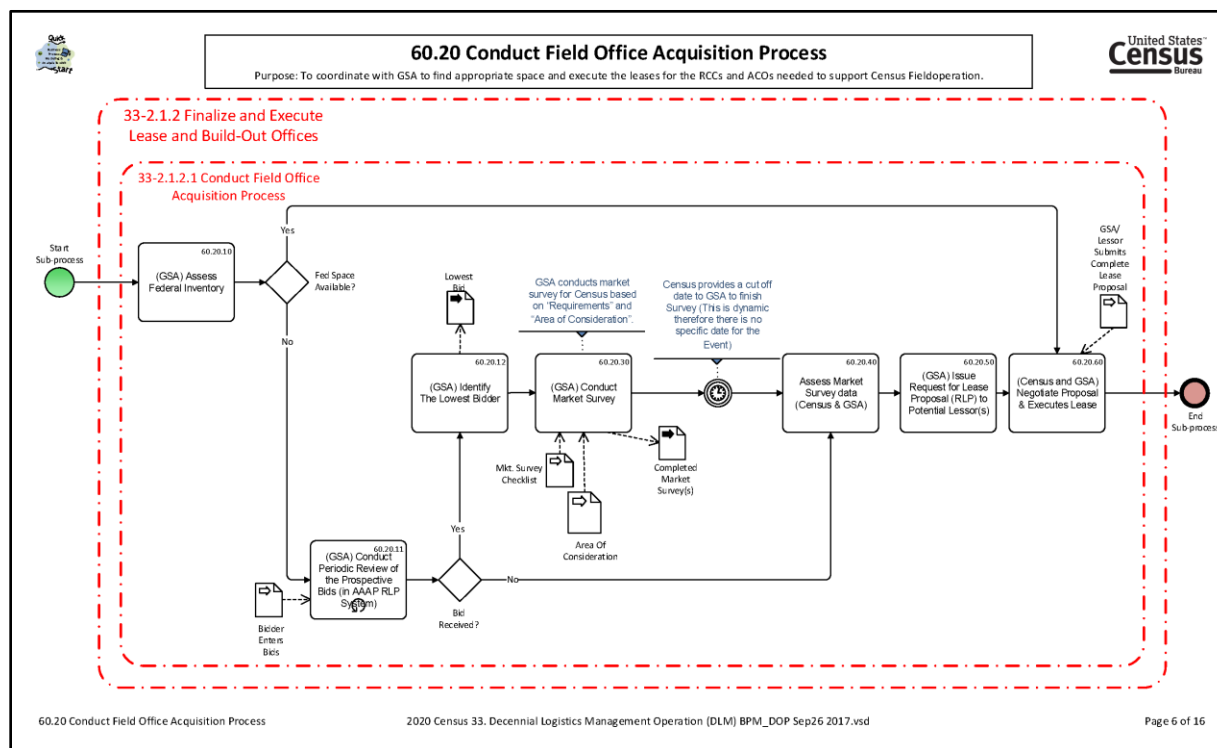


Figure 31: Conduct Field Office Acquisition Process

DLM provides the space requirements package to the GSA. The GSA first assesses the types and locations of property within the federal government’s local inventory to evaluate if there are potential matches. If a federally owned space is unavailable, GSA initiates a competitive bidding process through which interested owners respond to the Census Bureau’s space requirements and timelines. Interested bidders enter their bids into the GSA’s Automated Advanced Acquisition Program (AAP) system.

GSA periodically reviews the bids and identifies the lowest priced bidder. GSA then performs a market survey combined with a review of relevant Census Bureau statistical information about the area. This comparison process helps to assess typical ranges for building quality, price, location, and other features common to the proposed area of consideration. Based upon this due diligence GSA completes a building tour and if the space is acceptable prepares an award letter and executes the lease.

Procure Furniture, Supplies, and Services for Field Office [DLM 33-2.1.2.2]

A detailed view of the constituent activities that make up the “Procure Furniture, Supplies, and Services for Field Office” operational subactivity is given in Figure 35 below.

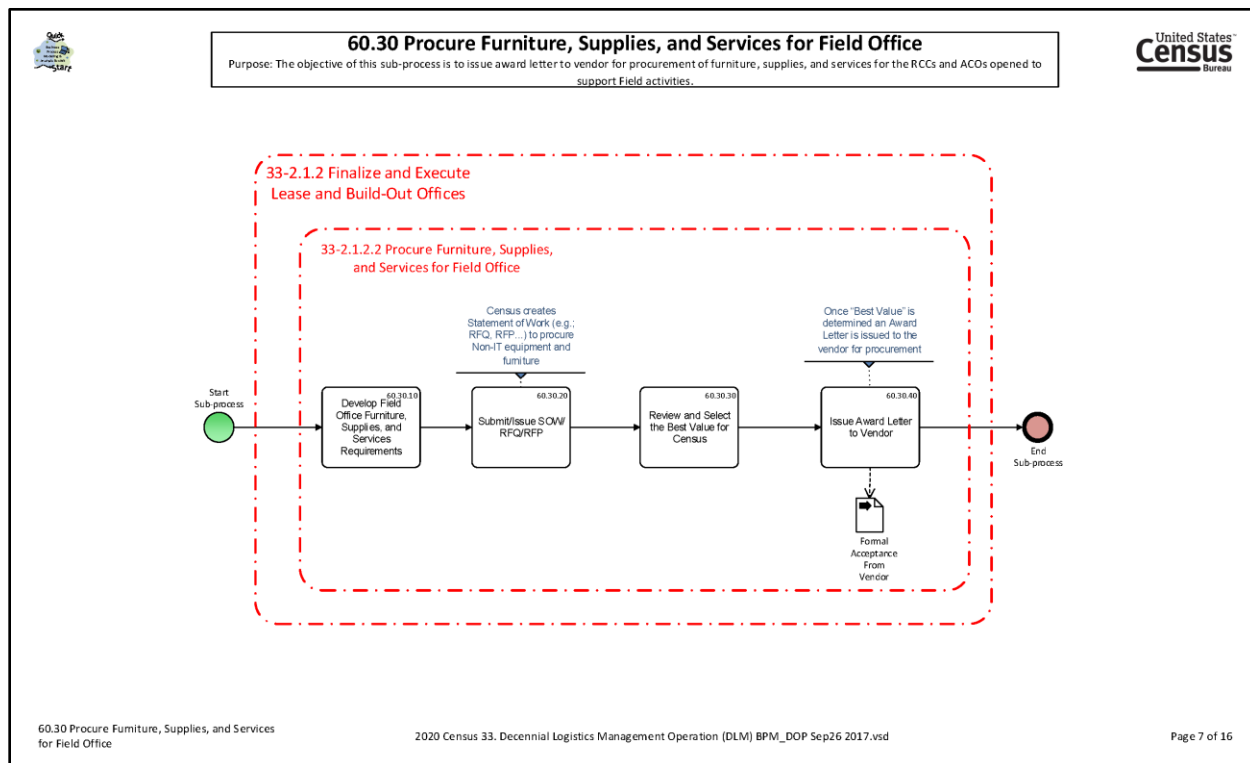


Figure 32: Procure Furniture, Supplies, and Services for Field Office

Detailed field office furniture requirements are scalable to adjust for potential increases or other adjustments to quantities as the 2020 Census approaches. DLM has developed a value-driven approach with an emphasis on quality of furnishings, durability, and replacements if needed at any point during the 2020 Census operations. DLM also seeks efficiencies of scale and furniture logistics. As examples, this includes evaluating the reach of potential vendors across geographical regions, supply line distances, and time to supply furniture, parts, and non-IT equipment.

Based upon the requirements, DLM develops Statements of Work (SOWs) for furniture, supplies, and non-IT services (i.e., shredders). Depending up the scope of proposed acquisitions, DLM will typically issue Requests for Proposals (RFPs) or Requests for Quotes (RFQs) along with SOWs and other instructions for bidders.

The goal of these acquisition vehicles is for DLM to obtain the best value for the Census Bureau by issuing clear, actionable, and well-scoped documents for potential vendors. Vendors who submit all of the required acquisition information on time and in a complete manner to DLM form the pool of final vendors for award consideration. DLM typically evaluates a range of vendor characteristics including technical capability, price, reputational factors such as vendors'

past performance on large-scale federal contracts, and other capability analyses to minimize risk to the Census Bureau. After the rigorous review and evaluation process, DLM selects the best value vendor and notifies the vendor with a formal letter of award for the vendor's signature.

Design and Build-Out Field Office Space [DLM 33-2.1.2.3]

A detailed view of the constituent activities that make up the “Design and Build-Out Field Office Space” operational subactivity is given in Figure 36 below.

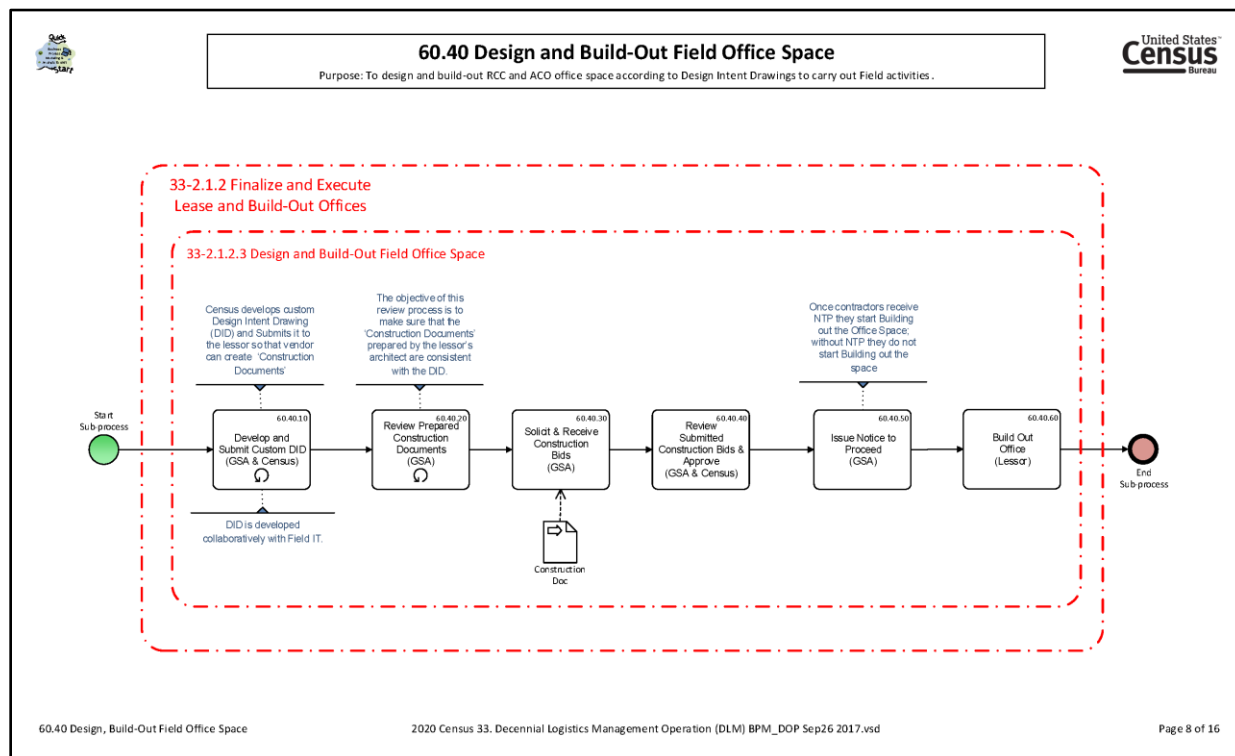


Figure 33: Design and Build-Out Field Office Space

The Census Bureau develops Design Intent Drawings (DIDs) for the awarded vendors for each specific space. DIDs are developed with input from GSA and Census Bureau architects, interior designers, and mechanical, plumbing, other subject matter experts. These tasks are all performed in close coordination with the ITIN operation to ensure accommodation for computer and IT equipment is included in the design process. DIDs for the 2020 Census also include designs for security measures that are to be built-in to each RCC, the PRAO, and ACOs. Once the DIDs have passed internal Census Bureau review they are provided to the lessor.

The lessors' architect translates the DID into construction documents (CDs). These CDs could include designs for electrical layouts, heating, ventilation, and air conditioning specifications and

layouts, and any other detailed information to support the build-out process. HQ/FLD and GSA jointly review the lessors' proposed construction documents to ensure they match the design outlined in the DID. Any discrepancies are discussed and resolved before sign-off on construction documents.

Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3]

The Accept, Set Up, and Open RCC and ACO Offices operational subactivity is subdivided into the following constituent activities:

- Accept, Set Up, and Open RCC and ACO Offices [DLM 33-2.1.3].
 - Accept Field Offices [DLM 33-2.1.3.1].
 - Set Up and Open Field Offices [DLM 33-2.1.3.2].

A detailed view of the constituent activities that make up the “Accept, Set Up, and Open RCC and ACO Offices” operational subactivity is given in Figure 34 below.

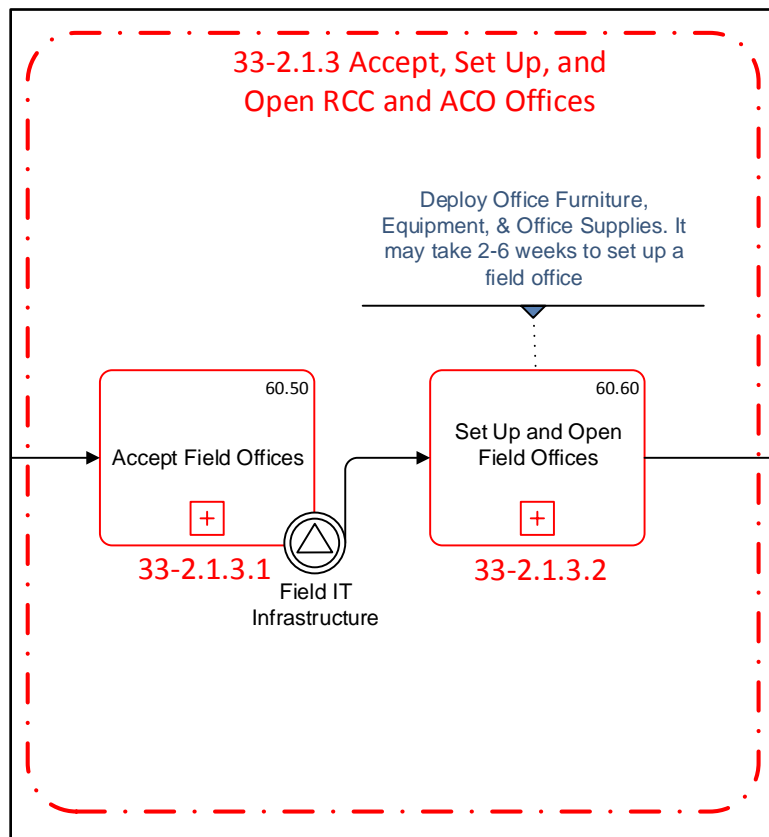


Figure 34: Accept, Set Up, and Open RCC and ACO Offices

Subsequent sections describe the Accept, Set Up, and Open RCC and ACO Offices operational subactivities in detail.

Accept Field Offices [DLM 33-2.1.3.1]

A detailed view of the constituent activities that make up the “Accept Field Offices” operational subactivity is given in Figure 35 below.

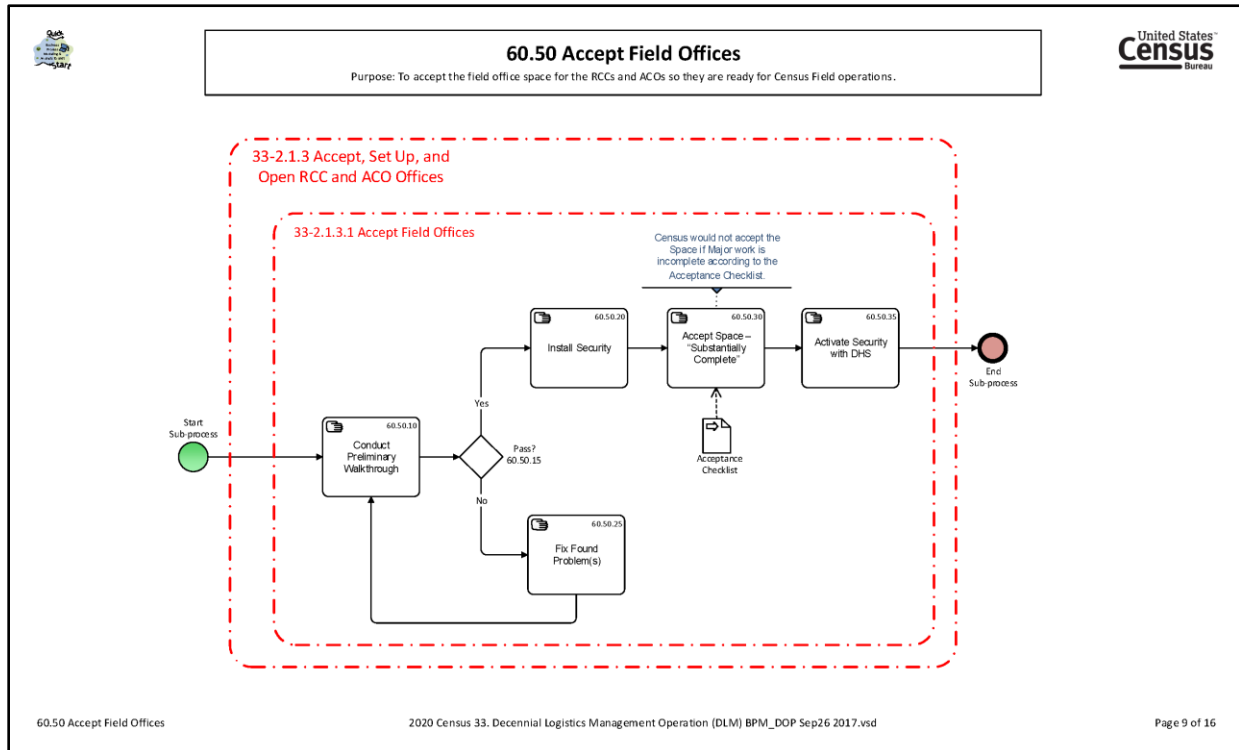


Figure 35: Accept Field Offices

DLM performs preliminary walkthroughs of each of the built-out spaces. The makeup of the walkthrough team varies depending upon the scope and complexity of the build-out. As examples, walkthroughs can occur with a range of Census Bureau construction staff, architects, building general contractors, construction superintendents, and contractors’ representatives. In some cases, building trade specialists also participate in walkthroughs. For example, if a space required extensive plumbing work, the lead plumber might accompany the preliminary walkthrough team. Building contractors correct any problems that are identified, usually using a punch list to identify minor items to fix.

Additionally, the security system is installed but not yet activated. Then a more formal walkthrough is conducted. DLM uses a comprehensive acceptance checklist to perform a

thorough inspection of the entire space. Each area inspected receives either a pass or a fail designation. If all of the space meets the Census Bureau requirements, and there is no major work still to be done, then the space is accepted as substantially complete. DLM then coordinates with DHS for the activation of the security system.

Set Up and Open Field Offices [DLM 33-2.1.3.2]

A detailed view of the constituent activities that make up the “Set Up and Open Field Offices” operational subactivity is given in Figure 40 below.

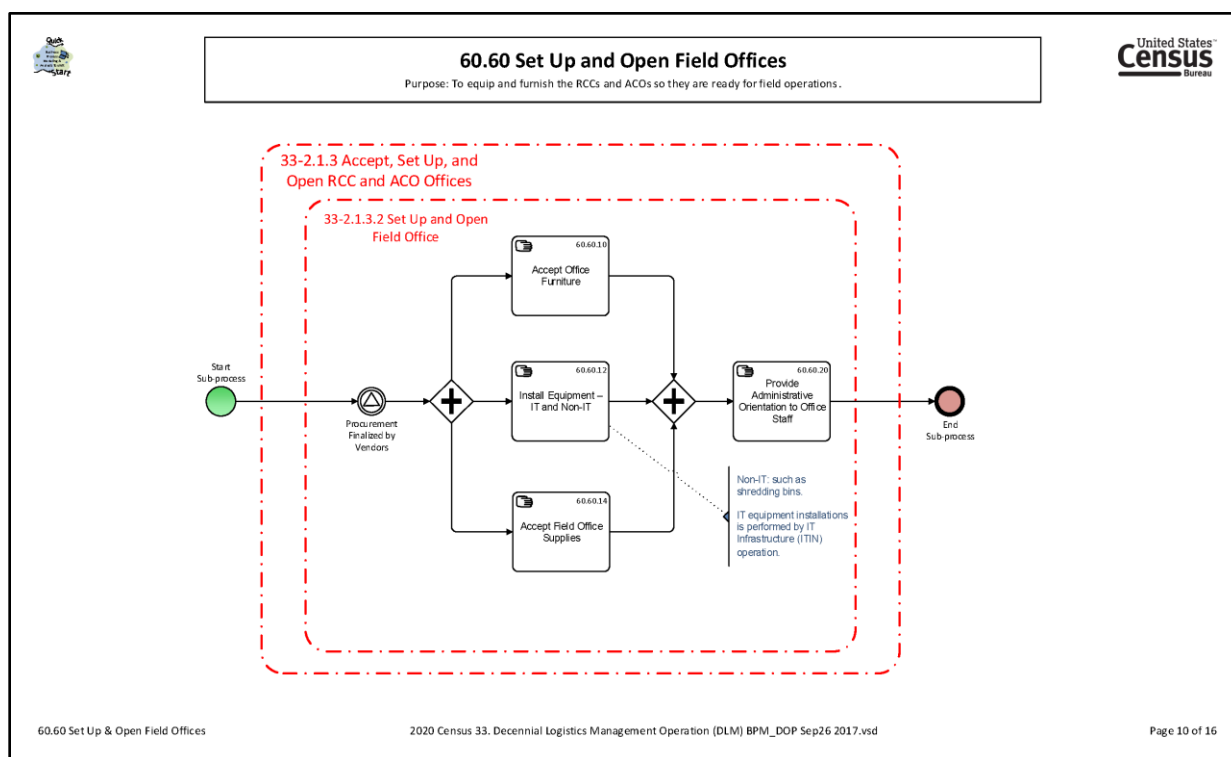


Figure 36: Set Up and Open Field Offices

A number of key procurements are essential to the setting up and opening of field offices. Office furniture is procured and purchased or leased by the Census Bureau for each of the RCCs, the PRAO and ACOs. Vendors typically ship the furniture on agreed-upon dates and perform the assembly and installation of the furniture. Field staff inspect furniture when initially received and once installed to ensure that it is working properly. DLM coordinates with the Census Bureau acquisition team for visibility into the timing, types, and geographical locations for non-IT and IT equipment procurements. Awarded IT and non-IT vendors ship and install equipment on agreed-upon dates. Field staff inspect the equipment and ensure that it is placed in the right locations within the space, and that it is fully functional. NPC ships bulk office supplies to the

field offices in the initial quantities agreed upon with the Census Bureau. Field staff check both the types of office supplies and the initial quantities received to ensure that adequate supplies are on hand prior to the offices being opened.

4.3.1.2 Close Offices [DLM 33-2.2]

The Close Offices operational subactivity consists of following constituent activity.

- Close Offices [DLM 33-2.2]

A detailed view of the constituent activities that make up the “Close Offices” operational subactivity is given in Figure 37 below.

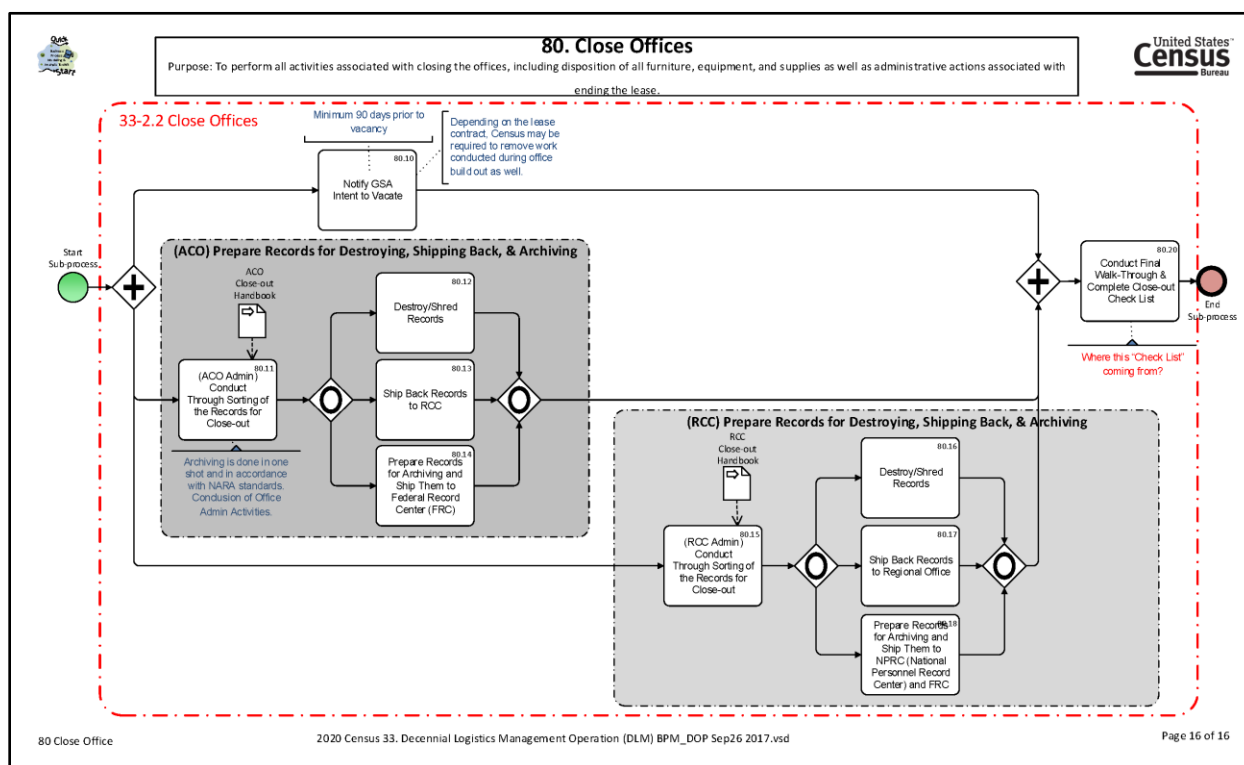


Figure 37: Close Offices

DLM notifies the GSA at least 90 days in advance of intent to vacate RCCs, the PRAO, or ACOs after the completion of 2020 Census operations. ACO administrative staff perform a thorough review of records and categorize them for proper handling. Records that contain Privacy Act information, for example employee Social Security Numbers or employee addresses, are destroyed by shredding. The shredding is to be complete such that the information cannot be reconstructed or recognized. Other files are shipped to the designated Federal Records Center

(FRC). FRCs are part of the National Archives and Records Administration (NARA). These files are stored at the FRC according to NARA's retention schedules.

RCCs receive some files as an output of the ACO closeout process. RCC staff perform a similar detailed review of records received from the ACOs. After thorough review, some records are returned to the regional office (RO). Official Personnel Folders (OPFs) for managers, assistant managers, administrative assistants, and other National Finance Center employees are maintained at Census Bureau HQ. OPFs that are to be archived are shipped to the National Personnel Records Center (NPRC). Other records for archiving are shipped to the FRC. As the field offices are closed, leased equipment is returned to the leasing company. Census Bureau-owned equipment is recycled or disposed of according to standard property management procedures. Bulk supplies are disposed of or recycled. DLM and GSA conduct a final walkthrough of the space, completing a checklist to formally document the office closeout.

4.3.2 Logistics Management Support for Field and Office Activities [DLM 33-3]

As shown in Figure 27, the Logistics Management Support for Field and Office Activities [DLM 33-3] is the third Level 1 activity area (area within the shaded gray rounded rectangle) for DLM.

The Logistics Management Support for Field and Office Activities activity area is subdivided into the following operational subactivities:

- Logistics Management Support for Field and Office Activities [DLM 33-3].
 - Develop Kit Specifications [DLM 33-3.1].
 - Conduct Kitting/Assembly [DLM 33-3.2].
 - Manage Office Inventories and Expenses [DLM 33-3.3].

A detailed view of the constituent activities that make up the “Logistics Management Support for Field and Office Activities” operational subactivity is given in Figure 38 below.

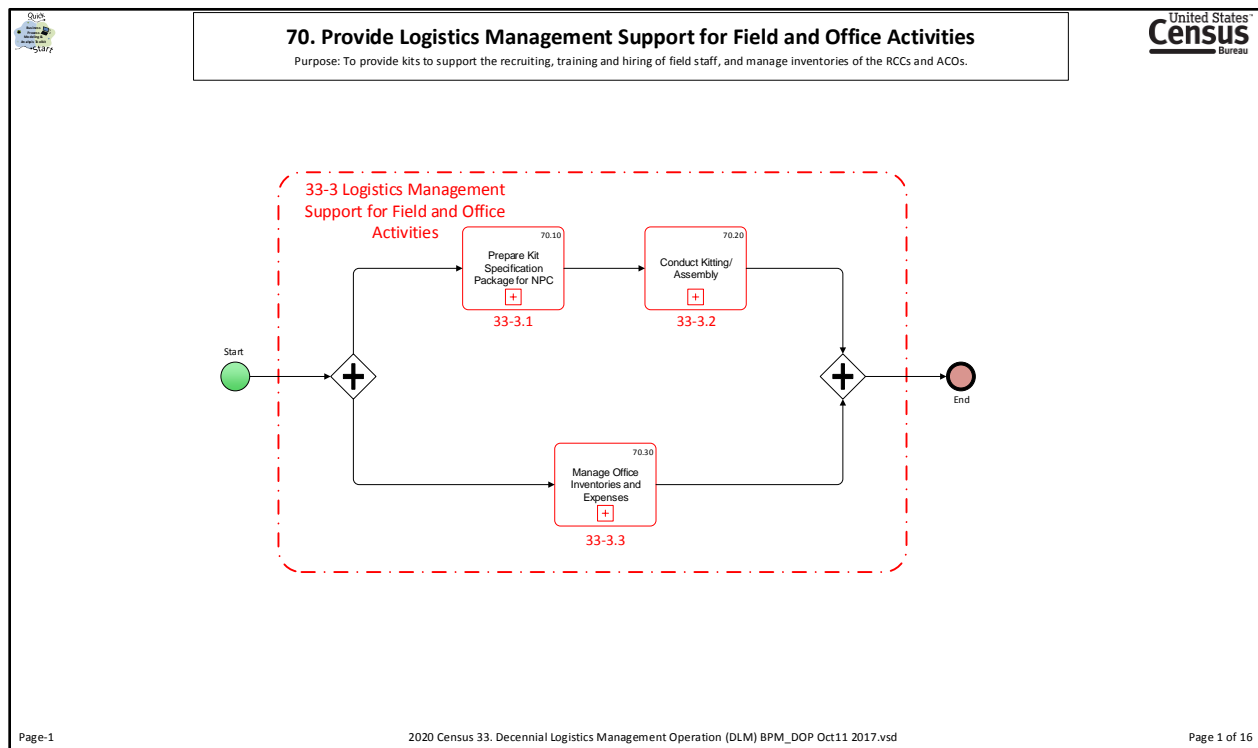


Figure 38: Logistics Management Support for Field and Office Activities

Subsequent sections describe the Logistics Management Support for Field and Office Activities operational subactivities in detail.

4.3.2.1 Prepare Kit Specification Package for NPC [DLM 33-3.1]

A detailed view of the constituent activities that make up the “Prepare Kit Specification Package for NPC” operational subactivity is given in Figure 39 below.

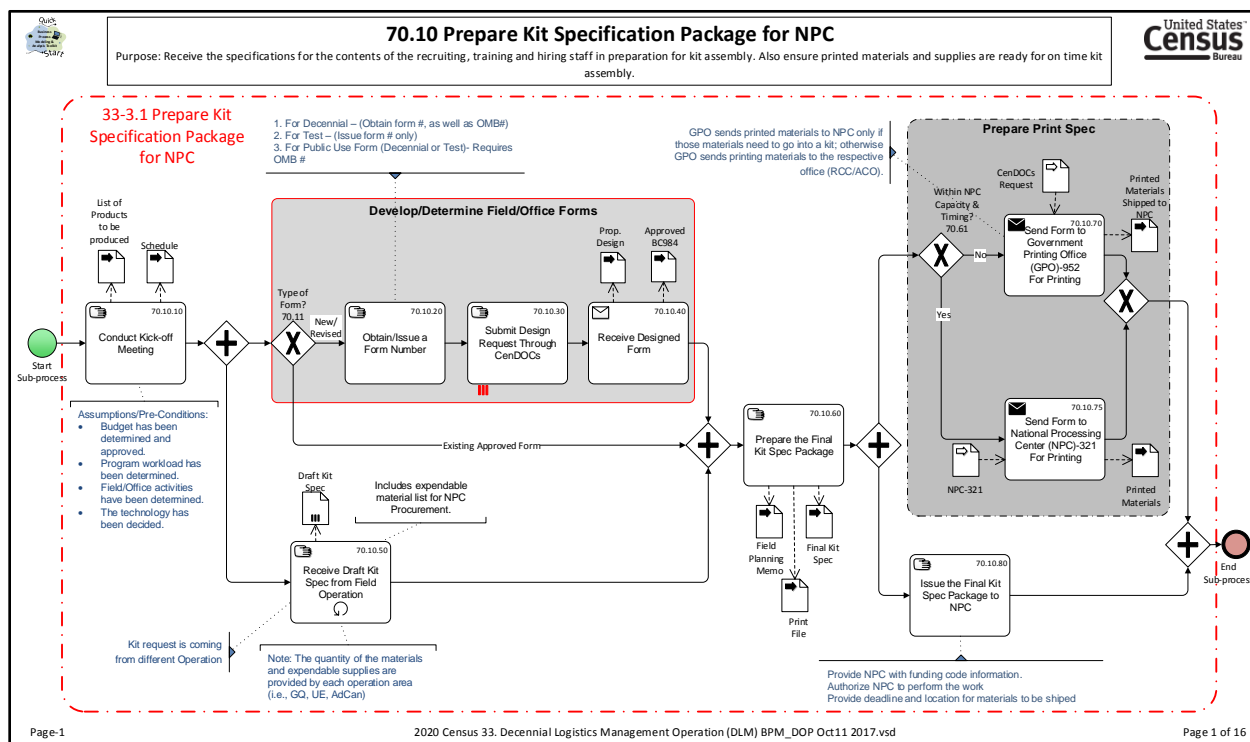


Figure 39: Prepare Kit Specification Package for NPC

DLM conducts an initial planning meeting with NPC, FLD, and other stakeholders to define draft inputs into 2020 Census kit development. There are three main types of kits for which specifications are developed. These include kits for the Recruiting, Training, and Onboarding (RTO) operation. Bulk supply kits for 2020 Census operations are also prepared based upon kit specifications.

DLM receives kit specifications from each of the operational areas requiring kits. Operational areas also provide expected quantities of expendable supplies and materials for the 2020 Census. DLM and NPC assess the anticipated volumes and expected operational timing for forms to be printed for inclusion in kits for the 2020 Census. GPO is the primary printer for the 2020 Census, with NPC performing contingent printing on-site if needed, then shipping printed material to the field offices.

DLM facilitates the inclusion of a memo that accompanies the final print and kit specifications package. DLM coordinates the authorization, funding notification, official memo, and final print and kit specifications to NPC. The final kit specifications package for NPC also includes the locations and deadlines for shipping materials to the RCCs, the PRAO, and ACOs.

4.3.2.2 Conduct Kitting/Assembly [DLM 33-3.2]

A detailed view of the constituent activities that make up the “Conduct Kitting/Assembly” operational subactivity is given in Figure 40 below.

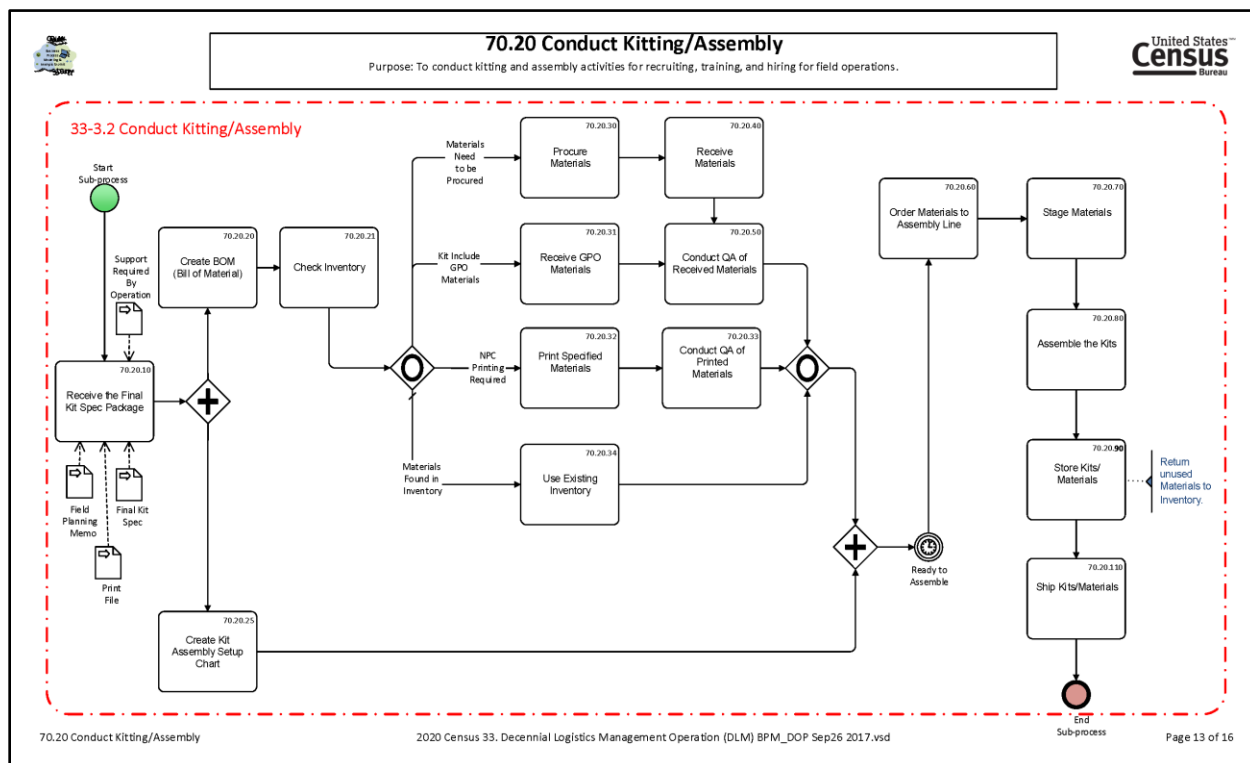


Figure 40: Conduct Kitting/Assembly

NPC uses the final kit specifications package to initiate the kit creation process. DLM creates a kit assembly setup chart that details each item and the quantities that are to be included for each 2020 Census operation for which kits are required. In parallel, NPC creates a Bill of Materials that is aligned with the specifications for each kit. The Bill of Materials details the specific quantities and types of materials to be prepared.

NPC first assesses whether the kit materials are available on-site. NPC then gathers available onsite materials and onsite forms and moves them to designated kit assembly areas. Labor costs for kit assembly are aggregated under a kit assembly project number. Kit materials procured externally or printed by the GPO are shipped to NPC. Once the materials are received, they are checked for quality and correctness before being assembled.

4.3.2.3 Manage Office Inventories and Expenses [DLM 33-3.3]

The Manage Office Inventories and Expenses operational subactivity is subdivided into the following constituent activities:

- Manage Office Inventories and Expenses [DLM 33-3.3].
 - Conduct Support Activities (Shipping, Receiving, Mailing) [DLM 33-3.3.1].
 - Reorder Supplies and Materials [DLM 33-3.3.2].
 - Reconcile Expenditures [DLM 33-3.3.3].

A detailed view of the constituent activities that make up the “Manage Office Inventories and Expenses” operational subactivity is given in Figure 41 below.

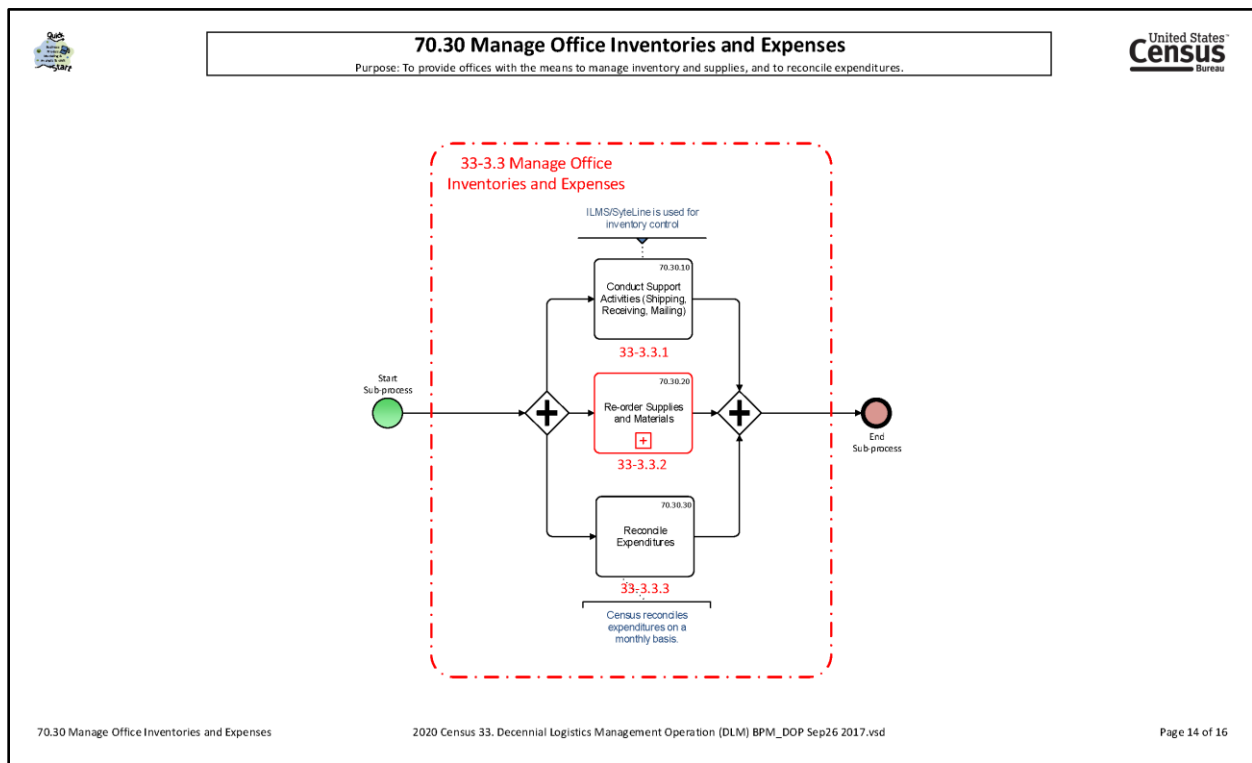


Figure 41: Manage Office Inventories and Expenses

Subsequent sections describe the Manage Office Inventories and Expenses operational subactivities in detail.

Conduct Support Activities (Shipping, Receiving, Mailing) [DLM 33-3.3.1]

DLM manages inventories and the shipping and receiving of inventory at the RCC, PRAO, and ACO levels. DLM in coordination with operations stakeholders develops the list of 2020 Census operational kits to be mailed. NPC warehouses materials and supplies. Shipping and mailing of materials is based upon the estimated operational workloads and timing of field operations. DLM ships kits on designated distribution dates, DLM then tracks the shipping and receipt of bulk supply kits and other materials to the field offices.

Reorder Supplies and Materials [DLM 33-3.3.2]

A detailed view of the constituent activities that make up the “Reorder Supplies and Materials” operational subactivity is given in Figure 42 below.

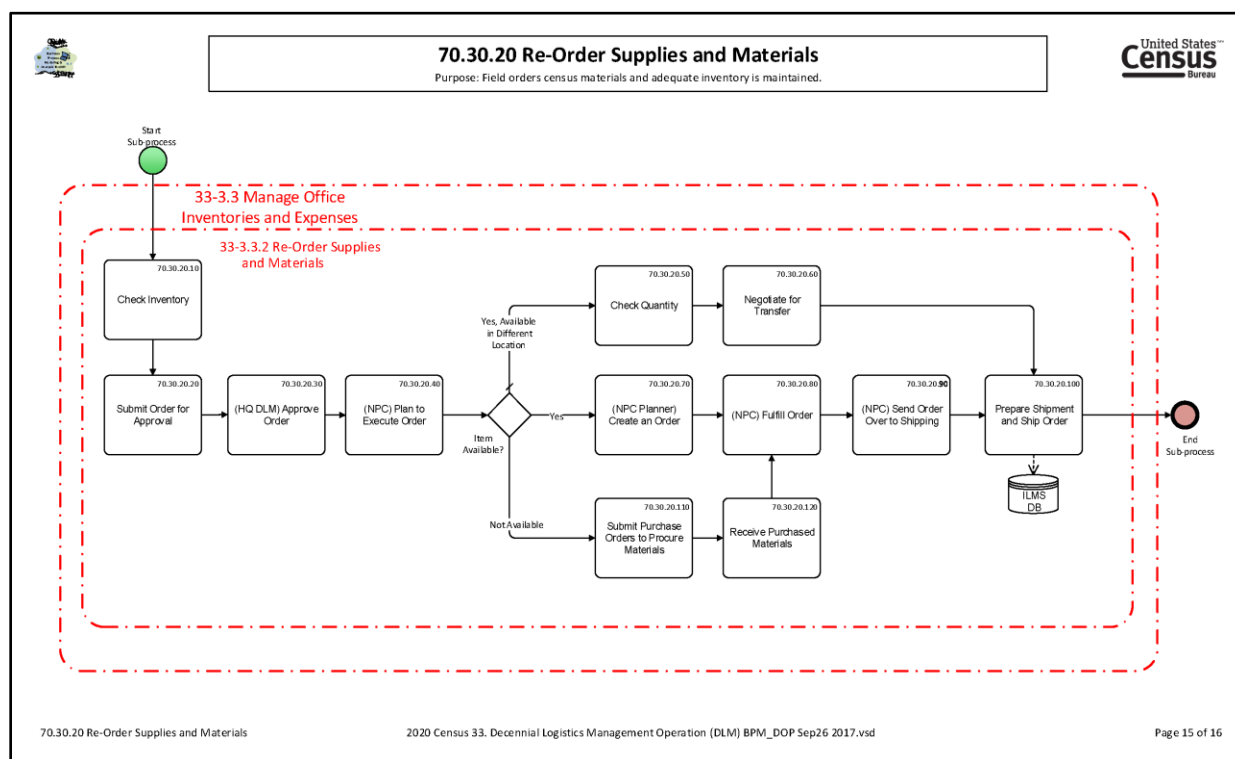


Figure 42: Reorder Supplies and Materials

Office Operations Supervisors (OOS) and administrative staff evaluate the levels of supplies and materials on-hand to perform operations. Whenever the need arises to replenish supplies or materials, current office inventory is checked first. If an order needs to be made, then the office prepares an order for HQ DLM (FLD Field Infrastructure Branch) approval. HQ DLM approves the order then sends the order to NPC. NPC, with the assistance of ILMS and on-site inventory

inspections, determines whether the supplies or materials are available at NPC, or at another office location. If the materials and supplies are available at NPC, staff use the NPC Planner to create an in-house order. If sufficient quantities of supplies and materials are available at another location, HQ DLM and NPC facilitate their transfer to NPC.

NPC also has the capability to send supplies and materials to the requesting site directly through a “transfer order” as acknowledged by NPC inventory control clerks. Field offices can view other offices’ warehouses in SyteLine, and the field office will coordinate with HQ DLM and NPC to identify material availability and issue transfer orders to move materials amongst the offices. The field office will arrange shipment of those materials. External supplies and materials if needed are procured by purchase order. Once externally procured orders are received, they are quality-checked, packaged, and then sent to the field office. Clerks enter the shipping details of the order into ILMS to track the status throughout the process.

Reconcile Expenditures [DLM 33-3.3.3]

Tracking is a key part of reconciling expenditures, both at HQ and in the field. DLM and NPC will know the quantity of every item in the inventory regardless of where it is located, and when a “customer order” is processed, removing item(s) from the inventory and “consuming” them in the performance of work. Documentation such as receipts, order delivery confirmation numbers, paper and electronic invoices, and proofs of payment all support regular expense tracking by HQ DLM. DLM compares field office expenses to budget and compares actuals to documented receipts. DLM and Census Bureau finance staff use available cost documentation to perform monthly reconciliations.

4.4 DLM Design Assumptions

The design of the DLM 2020 Census operation is based on the following assumptions:

- RCC, PRAO, and ACO staff are provided with logistical procedures, tools, and requirements to understand how to successfully accommodate the workload.
- ILMS is operational for the 2020 Census.
- RCC, PRAO, and ACO staff are provided with ILMS training.
- Staffing requirements for HQ and NPC are sufficient to accommodate the workload.
- DLM manages Census Bureau logistics including GPO and 3PV capabilities.
- The GPO capabilities are part of the operational design.

5. Cost Factors

5.1 Cost Factors for FLDI

5.1.1 Background

Investment in FLDI is projected to influence (reduce ↓ or increase ↑) the 2020 Census overall costs in the following ways:

- (↓) Increased efficiencies because of automated administrative functions, including recruiting, onboarding, training, and payroll.
- (↓) Increased cost savings because of reduced field staffing.

5.1.2 Cost Factors

A list of major cost factors related to FLDI include the following:

- Size and structure of administrative/management staff

This information is preliminary and will be updated as the 2020 Census Life Cycle Cost Estimate Model continues to mature.

5.1.3 Relevant IDEF0 Mechanisms

The following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and will therefore impact its cost:

Staff

- HQ Staff.
- RCC Staff.
- PRAO Staff.
- ACO Staff.
- Fingerprinting Vendor.
- NFC Staff.
- GSA Staff.

Sites

- HQ.
- RCC.
- PRAO.
- ACO.

- Fingerprinting Sites.
- NFC.
- GSA.

Systems

- CHEC.
- C-SHaRPS.
 - R&A.
 - DAPPS.
 - LMS.
 - 3PV Fingerprinting and Badging.
- AGS.
- ENS.
- CHRIS.
- PEARS.
- CBS.

Other

- HQ and Office IT Infrastructure.
- Census Networks.
- Recruiting and Hiring Kits.

5.2 Cost Factors for DLM

5.2.1 Background

Investment in DLM is projected to influence (reduce ▼ or increase ▲) the 2020 Census overall costs in the following ways:

- (▼) Reduced office infrastructure for In-Field Address Canvassing and NRFU operations.

5.2.2 Cost Factors

A list of major cost factors related to DLM include the following:

- Number of offices.
- Office Space Costs.
- Office Services costs (e.g., shredding, shredding bins).

This information is preliminary and will be updated as the 2020 Census Life Cycle Cost Estimate Model continues to mature.

5.2.3 Relevant IDEF0 Mechanisms

The following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and will therefore impact its cost:

Staff

- HQ Staff.
- NPC Staff.
- GSA Staff.
- RCC Staff.
- PRAO Staff.
- ACO Staff.
- GPO Staff.
- Commerce Security Staff.

Sites

- HQ.
- NPC.
- GSA.
- RCC.
- PRAO.
- ACO.
- GPO Printing Sites.

Systems

- ILMS.

Other

- HQ, NPC, and Office IT Infrastructure.
- Census Networks.

6. Measures of Success

For the 2020 Census operations, the corresponding Measures of Success will be documented in the operational assessment study plans and final reports. The operational assessment study plan documents the criteria that will be used to define successful completion of the operation. The operational assessment report will provide results on whether the criteria were met.

In general, operational assessments report on planned to actual variances in budget, schedules, and production and training workloads. The corresponding Measures of Success (as documented in the operational assessment study plan) include variances that exceed established thresholds. See *Content Guidelines for the 2020 Census Operational Assessments* for the potential scope of assessment.

Types of success measures include:

- **Process Measures** that indicate how well the process works, typically including measures related to completion dates, rates, and productivity rates.
- **Cost Measures** that drive the cost of the operation and comparisons of actual costs to planned budgets. Costs can include workload as well as different types of resource costs.
- **Measures of the Quality** of the results of the operation, typically including things such as rework rates, error rates, and coverage rates.

See the corresponding operational assessment study plans and reports for FLDI and DLM for details on the measures of success.

Appendix A – Acronyms and Terminology

Table 13 lists the key acronyms and abbreviations used within this Detailed Operational Plan.

Table 13: Acronyms and Abbreviations List

Acronym	Meaning
3PV	Third-Party Vendor for Fingerprinting
AAAP	Automated Advance Acquisition Program
ACO	Area Census Office
ACOM	Area Census Office Manager
ADC	Address Canvassing Operation
BPM	Business Process Model
BPMN	Business Process Model and Notation
CBS	Commerce Business Systems
CD	Construction Document
CFM	Census Field Manager
CFS	Census Field Supervisor
CHRIS	Census Human Resources Information System
COTS	Commercial off-the-shelf
C-SHaRPS	Census Schedule A Human Resources Payroll System
DAAF	Disciplinary Adverse Action File
DAPPS	Decennial Applicant Personnel and Payroll System
DCMD	Decennial Census Management Division
DHS	Department of Homeland Security
DID	Design Intent Drawing
DLM	Decennial Logistics Management Operation
DITD	Decennial Information Technology Division
DMZ	Demilitarized Zone
DOC	Department of Commerce
EEO	Equal Employment Opportunity
FIB	Field Infrastructure Branch
FLD	Field Division
FLDI	Field Infrastructure Operation
FPD	Forms Printing and Distribution Operation
FRC	Federal Records Center
GPO	Government Publishing Office
GQ	Group Quarters

Acronym	Meaning
GSA	General Services Administration
HQ	Headquarters
HSB	Health and Safety Branch
IDEF0	Integrated Definition, Level 0
IDS	Intrusion Detection System
ILMS	Integrated Logistics Management System
IPC	Integrated Partnership and Communications Operation
IPT	Integrated Project Team
LCO	Local Census Office
LMS	Learning Management System
MCE	Mobile Computing Environment
NARA	National Archives and Records Administration
NFC	National Finance Center
NPC	National Processing Center
NPRC	National Personnel Records Center
NRFU	Nonresponse Followup Operation
NTE	Not to exceed
OCE	Office Computing Environment
OMB	Office of Management and Budget
OOS	Office Operations Supervisor
OPF	Official Personnel Folder
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Act
PA	Partnership Assistant
PEARS	Performance Evaluation Automated Reporting System
PRAO	Puerto Rico Area Office
R&A	Recruiting and Assessment
RA	Recruiting Assistant
RCC	Regional Census Center
RD	Regional Director
RLP	Request for Lease Proposal
RT	Regional Technician
SOW	Statement of Work
UE	Update Enumerate Operation
UL	Update Leave Operation

Table 14 lists a Glossary of Terms used within this Detailed Operational Plan document.

Additional 2020 Census terminology can be found on the Census Bureau intranet site.

Table 14: Glossary of Terms

Term	Meaning
Field Office	A field office is an area census office (ACO), regional census center (RCC), or Puerto Rico Area Office (PRAO). These are temporary spaces established to conduct field data collection activities for the 2020 Census. These offices are defined as being non-Census Bureau headquarters or non-regional office spaces, and the Census Bureau estimates up to 250 ACOs planned for the 2020 Census.
GPO	Government Publishing Office (GPO) was previously called the Government Printing Office. DLM, FPD, and NPC typically coordinate with GPO for large scale print jobs. The Census Bureau also works closely with GPO in securing print services from approved commercial printers.
GSA	The General Services Administration (GSA) helps federal agencies with building, leasing, negotiating, and renovating spaces for their operational needs. DLM and HQ FLD coordinate with GSA for the field office lease execution, build-out, opening and closeout process. GSA's Automated Advanced Acquisition Program (AAAP) allows multiple lease offers to be submitted for evaluation, and GSA is a key resource in performing market evaluations of proposed leasing areas.
NPC	The National Processing Center (NPC) is the Census Bureau's primary center for collecting and capturing data for censuses and surveys. Overall, services provided include mail processing, paper data capture, kit assembly support, back up printing for last minute items not procured, statistical operations, geographic operations, and call center support. NPC staff support the FLDI and DLM activities for the 2020 Census.

Appendix B – References

Appendix B lists the documents or other resources used during the development of this Detailed Operational Plan document.

U.S. Census Bureau (2017), “2020 Census Operational Plan,” Version 3.0, October 27, 2017.

U.S. Census Bureau (2016), “Operational Assessment Content Guidelines for the 2018 End-to-End Census Test and the 2020 Census,” Draft, May 10, 2016.

U.S. Census Bureau (2016), FLD-520, “2020 Census Test Operations Administrative Manual,” revised March 24, 2017.

U.S. Census Bureau (2016), FLD-581, “DAPPS Operating Guide,” September 1, 2017.

Appendix C – Activity Tree for FLDI

This appendix presents the FLDI Activity Tree. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered “32,” the first activity would be numbered 32-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 32-1.1 the second subactivity as 32-1.2. The second activity would be numbered 32-2, and so on.

FLDI Activity Tree:

- **32-1 Initial FLDI Planning and Analysis**
 - 32-1.1 Determine Field and Office Staffing and Space Requirements
 - 32-1.2 Develop Capability Requirements for and Approve Systems Supporting FLDI
 - 32-1.3 Develop Training Materials
- **32-2 Human Resources and Personnel Management Support**
 - 32-2.1 Recruit, Onboard, and Train Employees
 - 32-2.1.1 Recruit Applicants
 - 32-2.1.1.1 Advertise Jobs
 - 32-2.1.1.2 Receive Applications and Assessments
 - 32-2.1.1.3 Perform Geocoding
 - 32-2.1.1.4 Conduct Review to Determine Applicant Status
 - 32-2.1.2 Select Applicants
 - 32-2.1.2.1 Create Job Requisition and Selection Certificates
 - 32-2.1.2.2 Make and Execute Hiring Decisions
 - 32-2.1.2.3 Process Accepted Contingent Offers
 - 32-2.1.2.4 Process Refusals and Ineligible Candidates
 - 32-2.1.3 Process Background Check
 - 32-2.1.3.1 Collect Fingerprints and Other Background Information
 - 32-2.1.3.2 Perform Adjudication
 - 32-2.1.3.3 Create DMZ Account
 - 32-2.1.4 Hire and Train Employees
 - 32-2.1.4.1 Hire Employees
 - 32-2.1.4.2 Train Employees
 - 32-2.1.4.2.1 Train Recruiting Assistants (RAs)
 - 32-2.1.4.2.2 Train Partnership Assistants (PAs)

- 32-2.1.4.2.3 Train Field Staff
 - 32-2.1.4.2.4 Train Office Operations Supervisors (OOS) and Clerks
 - 32-2.2 Provide Administrative Support for Employees
 - 32-2.2.1 Pay Employees
 - 32-2.2.2 Approve and Process Administrative Actions
 - 32-2.2.3 Document Performance & Conduct
 - 32-2.3 Out-Process Employees
- **32-3 Field Office Operation**
 - 32-3.1 Maintain Offices

Appendix D – Activity Tree for DLM

This appendix presents the DLM Activity Tree. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered “33,” the first activity would be numbered 33-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 33-1.1 the second subactivity as 33-1.2. The second activity would be numbered 33-2, and so on.

DLM Activity Tree:

- **33-1 Initial DLM Planning and Analysis**
 - 33-1.1 Develop Requirements for and Approve Systems Supporting DLM
- **33-2 Field Office Acquisition and Disposition**
 - 33-2.1 Lease, Set Up, and Open Offices
 - 33-2.1.1 Identify/Develop and Complete Space Requirements
 - 33-2.1.2 Finalize and Execute Lease and Build-Out Offices
 - 33-2.1.2.1 Conduct Field Office Acquisition Process
 - 33-2.1.2.2 Procure Furniture, Supplies, and Services for Field Office
 - 33-2.1.2.3 Design and Build-Out Field Office Space
 - 33-2.1.3 Accept, Set Up, and Open RCC and ACO Offices
 - 33-2.1.3.1 Accept Field Offices
 - 33-2.1.3.2 Set Up and Open Field Offices
 - 33-2.2 Close Offices
- **33-3 Logistics Management Support for Field and Office Activities**
 - 33-3.1 Prepare Kit Specification Package for NPC
 - 33-3.2 Conduct Kitting/Assembly
 - 33-3.3 Manage Office Inventories and Expenses
 - 33-3.3.1 Conduct Supporting Activities (Shipping, Receiving, Mailing)
 - 33-3.3.2 Re-Order Supplies and Materials
 - 33-3.3.3 Reconcile Expenditures